

DUVALL

City-Wide Visioning Plan



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Introduction

Background/Purpose

The purpose of the visioning is to identify the desires of the citizens of Duvall, regarding future growth, and provide a framework for guiding the development of the city for the next 20 years. The visioning will be used to guide future amendments to the city's comprehensive plan and development regulations, including the Old Town/Riverfront Sub-Area Plan. The visioning document should proactively address long-range needs, help to meet these needs, and enhance the quality of life. It should offer solutions to problems of future deficiencies. The document should also look at the city as a whole, as well as the individual areas. It should evoke support from the majority of the community, and must focus on key features that distinguish Duvall from other rural cities. The visioning document will define which elements of the city the citizens and business community want to maintain, improve, and discourage and will set out recommendations for comprehensive plan goals and policies.

Planning Process

The City hired the consultant team of MAKERS Architecture and Urban Design (lead consultant), ECONorthwest, The Transpo Group, The Watershed Company, and Madrona Planning and Development Services in July 2002 to assist the community in developing the City-Wide Visioning Plan. The consultant team worked directly with the City's Project Manager, George Steirer, and the Duvall Visioning Task Force members to facilitate the process. The Task Force was instrumental in developing alternative scenarios, selecting preferred alternative development concepts, and establishing an overall plan concept for the city-wide vision.

Specific events and activities included:

- **September 10 – Task Force Meeting:** This was the project kick-off meeting and included introduction of the consultant team, City staff members, and Task Force members. Together, the "Vision Team" discussed the planning process, expectations, ground-rules for Task Force members, and summarized information collected to date.
- **October 8 – Task Force Meeting:** The consultant team discussed the status of the project, presented the preliminary economic report, and summarized planning inventory materials. The team also discussed outreach methods and the upcoming workshop and held a brainstorming session with Task Force members to discuss their objectives and concerns for Duvall's future.
- **October 26 – Community Workshop #1:** Many people attended the first workshop, held at Cedarcrest High School. Makers first conducted a town visioning brainstorm session where

participants identified goals, objectives, issues, concerns, opportunities. Participants then broke up into small groups to take part in mapping exercises and visual preference surveys. Afterwards, the maps were hung up on a wall and representatives from each group summarized their findings to the group as a whole.

Also in late October, the Planning Department sent out a City-Wide Visioning Questionnaire to all utility customers within the city limits and property owners in the Urban Growth Area with monthly utility bills.

- **November 12 – Task Force Meeting:** The consultant team reviewed the project status and summarized results from the first workshop. Larry Teodtler, Transportation Planner from The Transpo Group discussed local circulation issues. Afterwards the team began to sketch some ideas for visioning alternatives.
- **December 10 – Task Force Meeting.** City planning staff presented the questionnaire results from the city-wide survey (over 550 surveys were submitted) and discussed applicable GMA requirements concerning population projections. Makers presented preliminary alternative development scenarios followed by team discussion and refinement. Before adjourning, the team discussed the format and outreach for the second workshop.
- **January 11 – Community Workshop #2:** Makers presented three alternative development scenarios to the numerous community participants at the second workshop. Afterwards, participants broke into four groups to discuss and rank commercial area, transportation features, housing, and park/open space proposals in each alternatives. Consultant team members summarized the results from each group.
- **January 22 – Task Force Meeting:** Makers presented the results of the second workshop and presented preliminary ideas for preferred alternative. A discussion with Task Force members followed. Makers also presented a draft outline of the City-Wide Vision Plan.
- **February 11 – Task Force Meeting.** The consultant team submitted a preliminary draft of the City-Wide Vision Plan a couple days prior to the meeting for City staff and Task Force members to review. John Owen of Makers presented the draft at the Task Force meeting. Task Force members discussed the draft and provided some refinements.
- **February 22 – Community Workshop #3** – Makers presented the preferred plan and the refined City-Wide Vision Plan to the community at the third workshop. Participants had an opportunity to comment on individual concepts and plans and provide priorities. Tentative dates for Planning Commission review are on March 6 and March 20. The adopted plan incorporates changes based on community input at the third workshop.



Figure 1. October 26 workshop.

Economic Conditions

ECONorthwest, under sub-contract to MAKERS, was retained to complete the economic analysis and economic development planning in support of the City-Wide Vision and Old Town/Riverfront Sub-Area Plan. ECONorthwest analyzed the economic conditions and outlook for the City of Duvall to support both the City-Wide Visioning and Old Town/Riverfront Sub-Area Plan process.

The understanding of local conditions and of how the City has changed over the past years is important context for crafting a 20-year vision. The complete study (attached in the Appendix) incorporated employment and population forecasts and targets developed by the City and others to inform stakeholders of potential scenarios for the future. Some conclusions are as follows:

- Currently the City is relatively underserved by retail uses for a City its size. In the long-run, the growing population base will support increased retail activity. Safeway's recent investment and their development of the surrounding property is evidence that the population base will attract retail and personal services. With decent auto access, the area around Safeway will attract the same mix of business found around dozens of grocery-anchored commercial centers in the region: fast-food restaurants, auto-repair service stores, franchise restaurants, and personal services stores.
- Duvall offers a lot of small-town charm to attract weekend visitors. The community has dedicated stakeholders helping to produce quality events. The City should support their efforts financially whenever possible. Urban design, streetscaping, and pedestrian amenities are all investments the City can foster to improve intra-regional tourism.
- Duvall is home to a handful of entrepreneurs involved in crafts and trades. Much of this is activity is concentrated in the "Tech Center" along Main Street. The popularity of the existing space is a positive sign that entrepreneurship exists in Duvall. The City should explore supporting this activity, in the long run, through incubator space or through increased flex-tech space such as the Tech Center.
- As the economy grows and diversifies, the local economy must sustain itself through business services. Economic development groups such as the Chamber of Commerce can support this growth.
- Safeway now keeps grocery dollars in Duvall that have previously leaked to other cities. The retail activity planned to go in around Safeway will combine to be a trip attractor drawing from outside of Duvall, from rural areas between Duvall and the next town in any direction. The businesses that Safeway attracts will be auto-dependent businesses. The City should help those businesses come in, and the City should stay involved to avoid strip-like development that would disconnect nodes of commercial activity. Parking lots are necessary, but a strip of separate lots and driveways prevents business and retail clusters from developing.

- The Old Town has real charm and a lot of potential. Traffic problems currently disrupt pedestrian activity. Vacancy rates are high. Retail activity and new commercial developments south of this area will compete for scarce tenants in the short run. Analysis suggests that the biggest short-term opportunities are in the categories of *Eating and Drinking Establishments*, *Miscellaneous Retail* (a category that includes things like drug stores, book stores, sporting good stores and florists), and *Furniture/Furnishings*. These are the kinds of short term opportunities that the City would want to see if it wanted to pursue a high-amenity, pedestrian-friendly Old Town.

The number one guiding principle for economic development is that the City should continue to focus on making Duvall a great place to live, to work, and to visit. Providing amenities for citizens and the local business communities is the best way to attract other businesses.

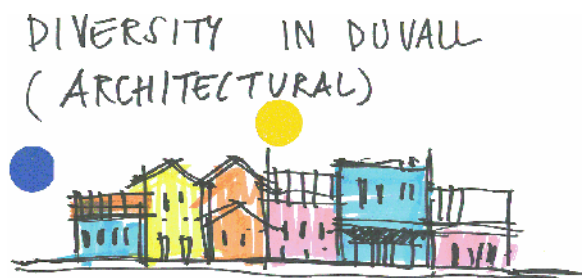
Fostering entrepreneurial activity is the best long-run strategy for business development. Marketing and advertising campaigns may be successful in luring growing businesses from one community to another, but those efforts typically attract mobile businesses that will not remain long in Duvall. The better bet is to grow businesses with roots in the City.

General Goals and Objectives

The following goals and objectives were originally developed during the first community workshop on October 26, 2002. These goals and objectives were used to first create alternative development scenarios for the City-Wide Vision. Based on continued community input throughout the process, the goals and objectives have been updated.

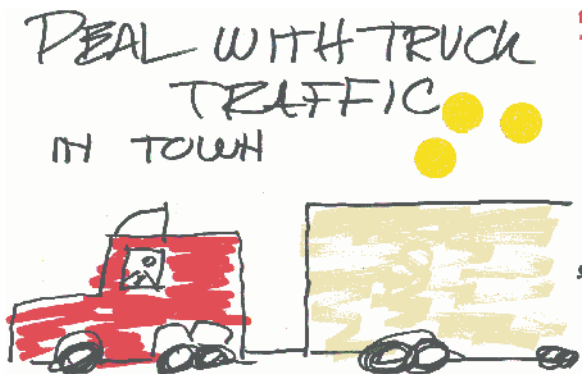
Goal 1: Preservation of Duvall's unique small town character

- Preserve Old Town's historic and small scale character.
- Preserve agricultural lands and open space in the valley.
- Maintain Duvall's architectural diversity and quirky character.
- Maintain tree cover and protect sensitive areas throughout the community.
- Minimize the impact of through traffic on Old Town.



Goal 2: Strong local economy and sound fiscal policy

- Focus on making Duvall a great place to live, work, and play.
- Create a thriving small town economy.
- Provide opportunities for light-industrial uses and incubator businesses.
- Maintain on-street parking in Old Town.
- Enhance vehicle access to business districts/areas without impacting pedestrian access and the visual environment.



Goal 3: Enhanced sense of community

- Foster a lively arts community.
- Encourage community involvement in all civic activities.
- Create a safe and attractive family atmosphere in residential neighborhoods and in business districts.
- Provide attractive and sufficient public facilities to serve the community.



Goal 4: Maintain a high quality of living

- Provide safe and attractive bicycle and pedestrian connections throughout Duvall.
- Mitigate traffic impacts on Main Street.
- Provide a centralized gathering space in Old Town.
- Enhance park and recreational opportunities throughout the City.
- Enhance Duvall's riverfront area.
- Provide opportunities for restaurants and entertainment-related uses in Duvall.
- Preserve sensitive natural features as an amenity in new developments throughout the Duvall.
- Provide a stable police presence.



TREES PRESERVED ●



Overview of Plan Concept

The vision that planning participants developed is based on three fundamental objectives. First, participants clearly wanted Duvall to retain its identity as an individual community. Along with the wish for independence, participants wanted for Duvall to **retain its small town character and its surrounding rural context.**

Second, participants stressed the importance that Duvall be **a complete community, that it feature a full spectrum of commercial services, production activities and residential neighborhoods.**

This goal is important not only because it supports the town's individual identity, but it is important for the town's economic vitality as well.

Third, participants **emphasized the importance of livability and sustainability to achieve a high quality of life and environmental health.**

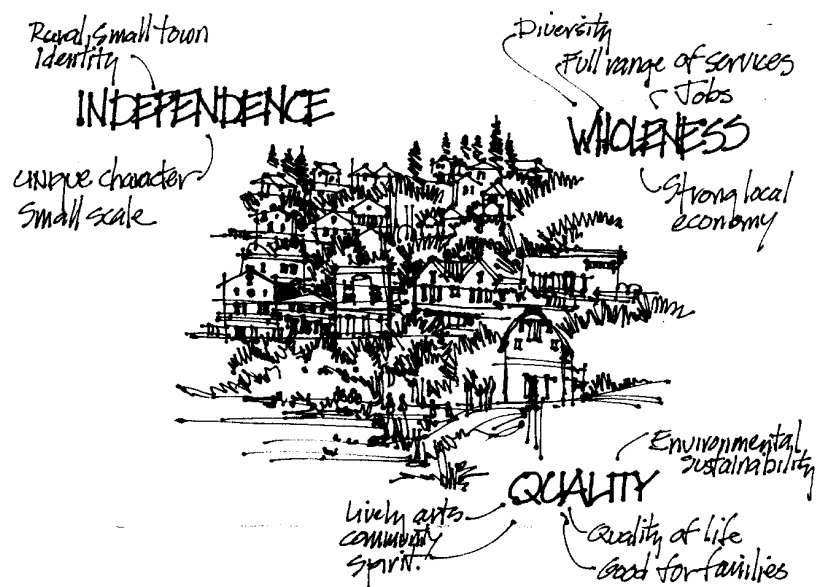


Figure 2. Duvall's community vision is based on three fundamental objectives.

The principle recommendations that form the concept guiding the plan's recommendations arise from these three values. In terms of land use and development patterns, many of the plan's recommendations are aimed at protecting and enhancing the Old Town core to ensure that the town will retain its "heart". To allow for needed commercial growth, undeveloped areas at the southwest section of the town are designated for retail, service and light industrial activities that require larger development parcels and increased vehicular access. And, the area south of the core will provide for a mix of smaller businesses and residences and will form a transition between Old Town and the larger developments to the south.

The plan also focuses on creating healthy neighborhoods, not just housing. And, as many participants recognized, there is a need for a variety of housing types for different age groups and family sizes. For example, Old Town provides a great opportunity for residences that appeal to seniors and others wishing to be close to services and public transportation, while the larger, undeveloped tracts at the southeast portions for the urban growth area offer the chance to create

high quality neighborhoods, integrated into their natural setting with local services and open space.

Since protecting the town's small town character is important; the plan recommends reviewing current design standards or guidelines to ensure that new development fits with the town's architectural character and rural setting. Landscape standards that emphasize protecting and enhancing the natural landscape may be appropriate in some areas.

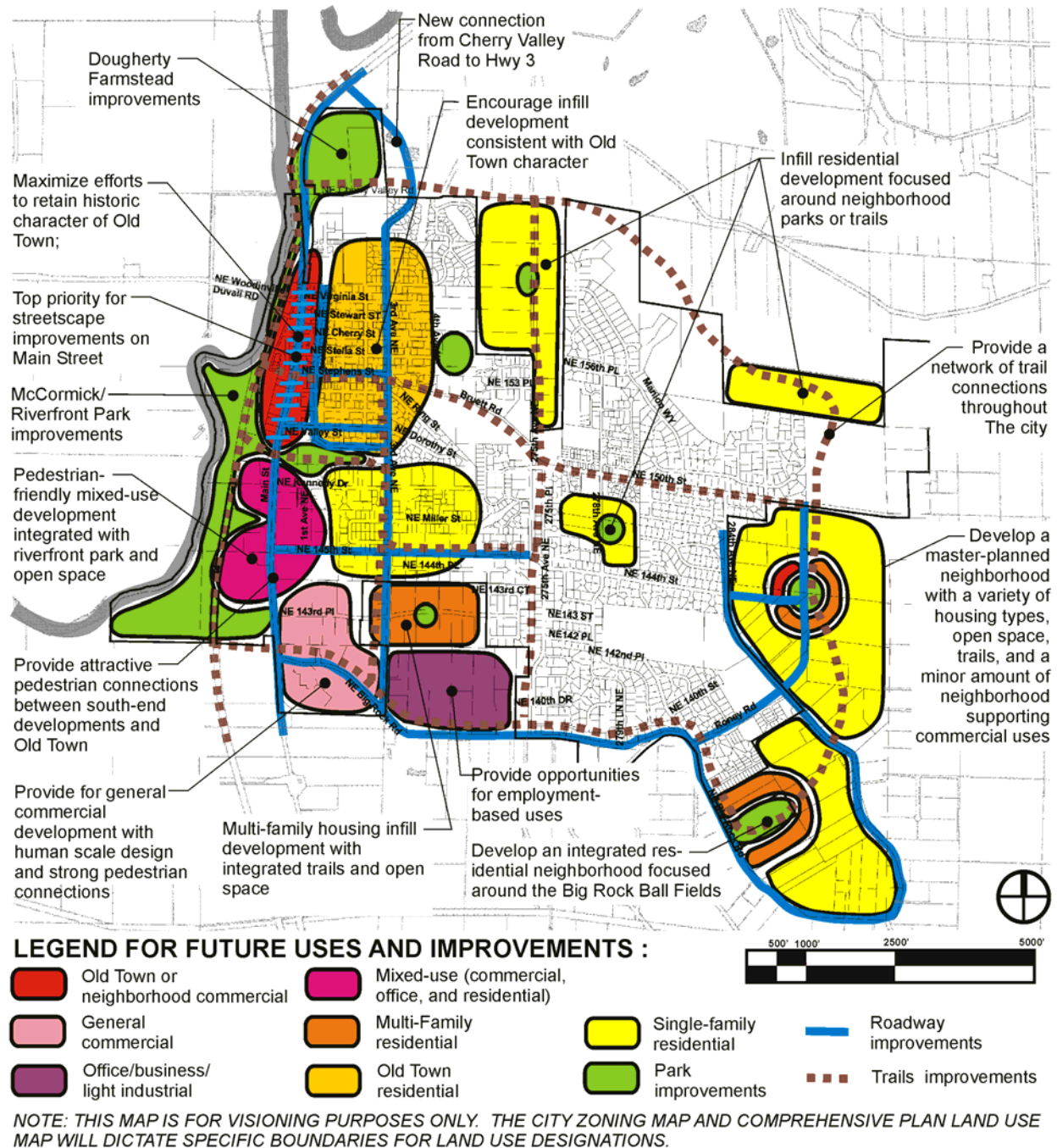


Figure 3. Duvall city-wide Vision map.

In terms of circulation, the community's top priority is to take steps to make SR-203/Main Street more business- and pedestrian-friendly and to minimize impacts from through traffic. Another high circulation priority includes new and enhanced roadways between Old Town and NE Big Rock Road to accommodate proposed land uses in the southwestern portion of the city. Additional roadways connecting the upper residential neighborhoods to Old Town are recommended to better connect the community. Access and parking improvements in the Old Town are important to increase the core's viability. Pedestrian and bicycle trails are a high-priority and another important means to connect the neighborhoods and increase the town's livability.

Improved community services are an important part of the town's vision, and the plan recommends some criteria for their location without identifying any specific sites. Participants recognized McCormick Park as an invaluable community resource and regional attraction that should be studied further during the Old Town/Riverfront Sub-Area Plan. Neighborhood parks are a high-priority, particularly in upland residential neighborhoods. In addition, there is the potential to upgrade Taylor Park, Lake Rasmussen, and the Big Rock Ball Fields to better serve community needs.

Taken as a whole, the plan's underlying concept described above does not set a radical new course for the town's development. Rather, it continues in many of the traditional directions that give Duvall its current character and individualistic identity. The concept calls for building on the community's existing strengths and carefully adding those features that will enhance Duvall's vitality and livability. Although this approach is efficient in terms of public resources, achieving the community's vision will still take concerted effort and sustained care for the town's future.

Specific Recommendations

Land Use Recommendations Old Town

Intent/Rationale

Old Town, generally bounded by the river, NE Virginia Street, 3rd Avenue NE, and NE Valley Street, is the historic heart and soul of Duvall. Preserving Old Town's heritage and character is a top priority for Duvall residents. Traffic congestion and new development activity present threats to the long term preservation and vitality of Old Town. By addressing these concerns the community will be concentrating on the number one guiding principle for economic development: Focusing on making Duvall a great place to live, work, and visit. Providing amenities for the residents and the business community is the best way to attract other businesses.

Recommendation

Provide maximum efforts in retaining/ enhancing the unique historic character of Old Town. Specifically:

- Strengthen historic preservation efforts. Work with the King County Landmarks Coordinator and Duvall's Historical Society to search for ways to assist in preserving historic buildings that contribute to Old Town's character.
- Focus public improvements in Old Town – particularly Main Street Improvements (see Transportation Chapter for details on improvements below):
 - Provide traffic calming measures on Main Street to reduce the travel speeds of cars and trucks and enhance the pedestrian environment.

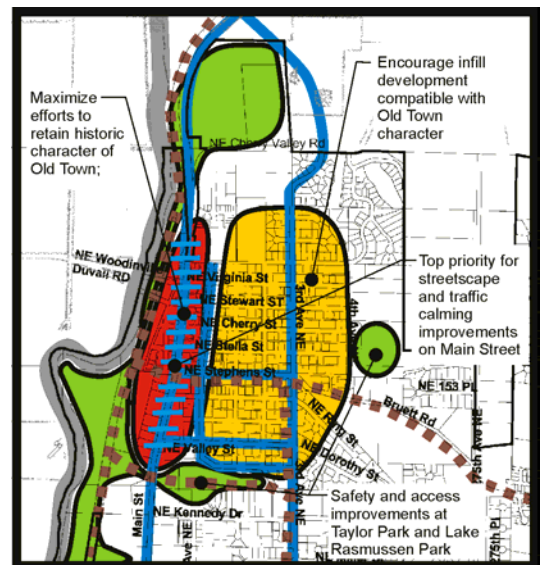


Figure 4. Key Old Town recommendations.



Figure 5. Old Town character.

- Provide sidewalk, highlighted crosswalk, and curb extension improvements to enhance pedestrian safety on Main Street.
- Provide additional street trees and landscaping to enhance the character of Main Street.
- Provide streetscape improvements on key side streets in Old Town.
- Develop a centralized public town square or plaza in Old Town.
- Enhance the connections and entry way to McCormick Park from Main Street (also see Parks and Public Facilities).
- Provide access and safety improvements to Taylor Park (also see Parks and Public Facilities).
- Provide public access improvements and amenities at/to Lake Rasmussen (also see Parks and Public Facilities).
- Encourage the King County Library District to relocate in Old Town when funding becomes available to move into a new location.
- Locate other public facilities such as the City Hall or community center facilities in Old Town where possible to maintain a civic presence in Old Town and strengthen community identity.
- Ensure that all future uses and/or expansions/changes are consistent with the vision to preserve and maintain a greenbelt around the Snoqualmie Valley Trail.

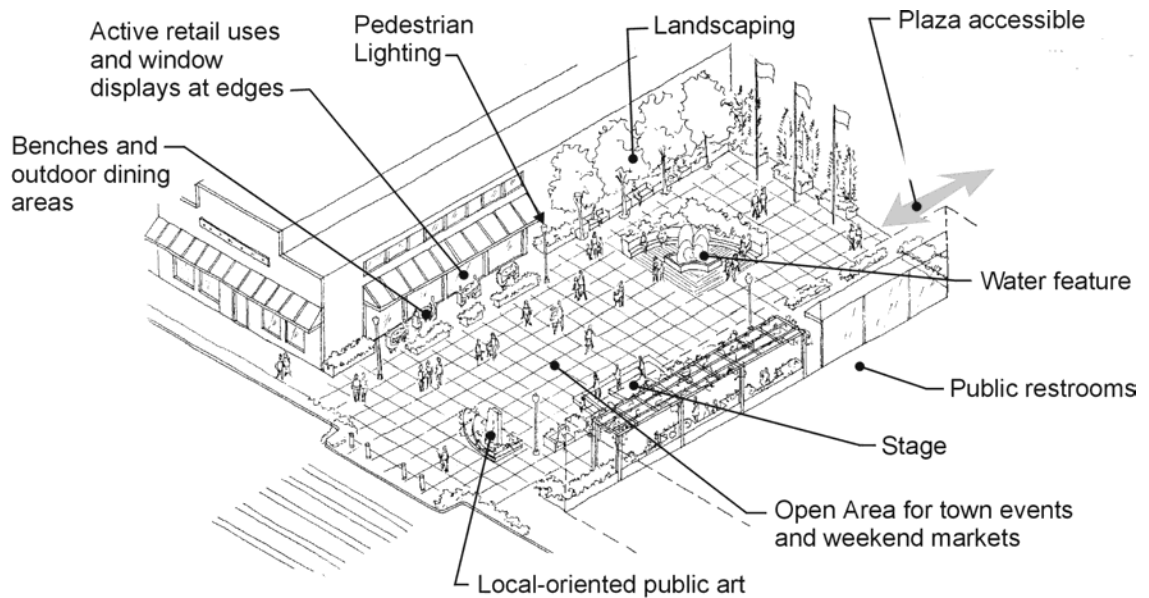


Figure 6. A town square would provide a place for civic events and day-to-day relaxation. This plaza—approximately 60' x 100'—may be larger than what is necessary or realistic for Old Town, but it contains several design elements that would be important for a centralized square.

- Encourage tourism/heritage-oriented uses in existing historic buildings.
- Promote infill development in Old Town compatible with the character of Old Town. Continue to provide for small-scale commercial/office uses on key side streets in Old Town.
- Identify appropriate measures to strengthen the older residential areas during the Old Town/Riverfront Sub-Area Plan. Review and update, where appropriate, zoning and design standards to ensure that new development fits with existing residential character. Determine the most appropriate locations and design for sidewalk and streetscape improvements in the residential areas. Explore options for senior housing.

- Provide for mixed residential densities appropriate for specific locations (from multi-story apartment/condo possibly with mixed use to small lot single-family (generally west of Broadway)).

Specific Issues to Address in the Comprehensive Plan and Old Town/ Riverfront Sub-Area Plan

- Reexamine existing zoning regulations for the existing zoning districts within Old Town. Make sure that existing regulations do not actively discourage preservation of historic structures. Update the guidelines and standards for density, site planning, parking and building design where necessary to ensure that new development complement existing structures and helps to achieve goals and recommendations of this Vision Plan.
- Address parking issues through development standards, increased on street parking, parking management strategies and development of cooperative parking lots.
- Update the City's list of Capital Improvement Projects in accordance with Transportation and Park recommendations in this Vision Plan. Consider the need for a central plaza or town square for community events.
- Encourage the use of sustainable design principles in site planning, construction, and land use practices (minimize impervious surfaces, provide energy-efficient construction methods, and minimize pollution).

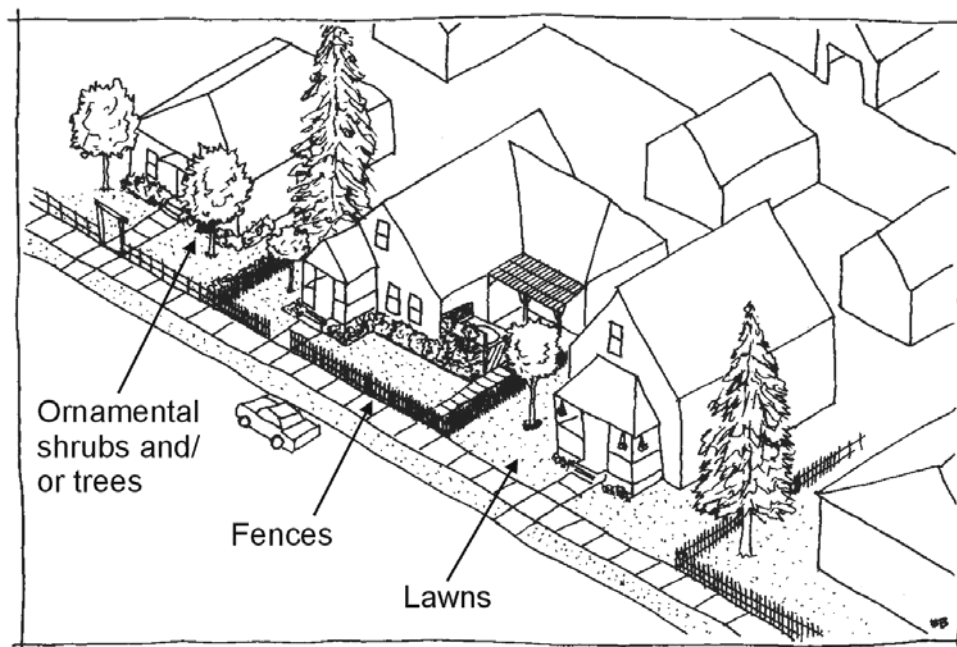


Figure 7. Design guidelines can make new development fit with the existing neighborhood. This is an example.

Main Street Corridor (South of Old Town)

Intent/Rationale

New mixed-use developments are rapidly changing the character of the Main Street corridor south of Old Town. Another large mixed-use development on the west side of Main Street is in the permitting stage. These developments include a mix of small scale retail uses, some office spaces on upper floors and a significant residential component. Community participants generally like this mix of uses and would like to see it continue – as long as they are well designed. Such developments should be pedestrian-friendly and enhance the streetscape of Main Street. Participants also stressed the importance of integrating the developments on the west side of Main Street with the Snoqualmie Valley Trail, McCormick Park, and sensitive natural areas.

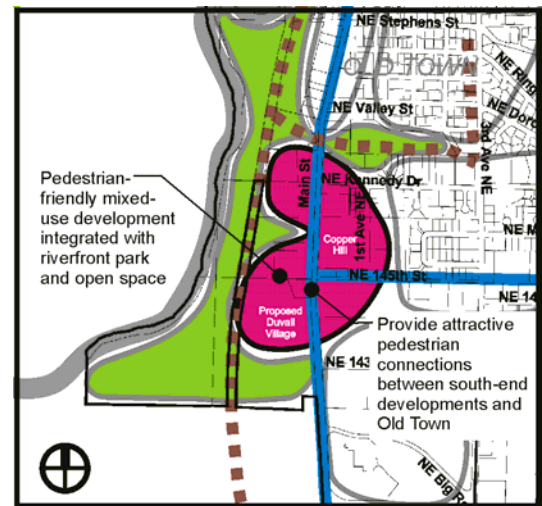


Figure 8. Key Main Street corridor recommendations.

Recommendation

Encourage a pedestrian-oriented mix of uses along the Main Street corridor south of Old Town. Specifically:

- Consider options to require a mix of uses in new development along the Main Street Corridor (including a combination of at least two of the following three uses: commercial, office, and residential).
- Encourage the retail portion of the development to front onto Main Street and provide a pedestrian-friendly façade. Parking and service elements should generally be screened from view from Main Street.
- Incorporate outdoor public plaza spaces into the commercial portions of the developments for public gathering and socializing.
- Utilize human-scale design elements in the design of new buildings to provide visual interest and promote compatibility with Old Town to the north.
- Provide safe and attractive pedestrian access between uses on-site and to connecting properties where desirable – including connections to the Snoqualmie Valley Trail and to Main Street.
- Consider a variety of housing types in conjunction with office and retail appropriate for the site (considering access, geography, views, etc.). This could include townhouses, apartments, or condominiums over offices or shops, free-standing apartment or condominium buildings, or cottage housing developments.



Figure 9. Preserve existing wetlands and sensitive natural areas and incorporate into design plan as a site amenity.

- Enhance pedestrian access along the Main Street Corridor to link with Old Town to the north and the shopping center at NE Big Rock Road to the south. Provide wide sidewalks separated from traffic by planting strips along both sides of the street, where possible.
- Encourage the development of an informal commercial village between Main Street, Old Town, and the Snoqualmie Valley Trail. This could include a collection of small-scale structures with traditional design elements organized around an integrated system of pedestrian pathways and outdoor public spaces. See Figure 10 for an example.



Figure 10. Example of an informal commercial village.

- Maximize efforts to support a Community Arts Center as an integral part of the heritage activities.
- Incorporate the preservation of wetlands and other sensitive natural features as a site amenity for the development.
- Encourage the use of sustainable design principles in site planning, construction, and land use practices (minimize impervious surfaces, provide energy-efficient construction methods, and minimize pollution).
- Minimize light pollution as viewed from Snoqualmie River Valley.

Specific Issues to Address in the Comprehensive Plan

Update zoning regulations as necessary to provide for a mixture of commercial, office, and residential uses consistent with the community vision.

Adopt design guidelines specific to the corridor to accomplish design goals for corridor.

Southwest Sector (East of Main at NE Big Rock and NE 143rd Street)

Intent/Rationale

Community participants identified this area as the best location to accommodate general commercial uses necessary to serve the city into the future and provide opportunities to expand the city's tax base. Although this can include larger scale retail uses, new developments should be designed sensitive to the character of Duvall. This includes instituting design standards or guidelines that ensure that new development fits with the character land use pattern and circulation of the rest of the community.

Recommendation

Provide for general commercial uses in the area east of Main Street, south of NE 145th Street, and west of 3rd Avenue NE. Specifically:

- Allow for large-scale retail developments as long as they are designed to reduce perceived bulk and scale and provide good pedestrian access.
- Incorporate the preservation of sensitive natural features (including wetlands) on-site as an amenity to the development.
- Require pedestrian walks connection to the sidewalk, adjacent uses and other pedestrian and bicycle connections.
- Encourage the use of sustainable design principles in new development.
- Consider provisions to include residential uses on upper floors or at the rear of sites as a secondary use.
- Minimize light pollution as viewed from the Snoqualmie River Valley.
- Utilize storm water runoff in a positive way by incorporating the water in the landscaping and site plan, including irrigation and natural ponds. Also ensure that initial site development allows for additional development later, as site area allows, with potential for road connections, parking, and building pads.

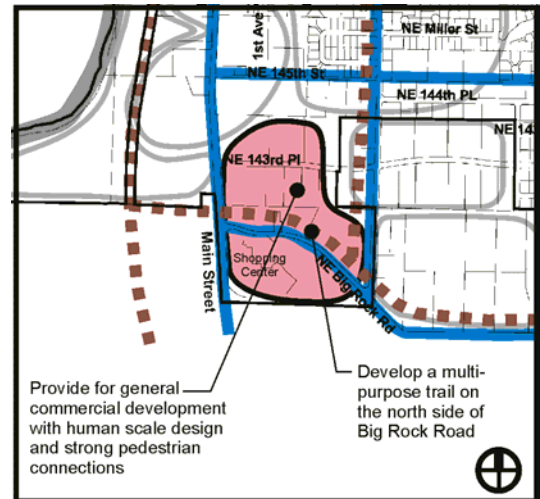


Figure 11. Key southwest sector recommendations.

Specific Issues to Address in the Comprehensive Plan

Update zoning regulations as necessary to accommodate the desired general commercial uses and meet community design goals.

Update and establish design standards or guidelines to reduce the scale of large buildings, utilize traditional building materials (or industrial building materials such as metal siding in a way that is well crafted and appropriate to Duvall's residential character), incorporate good

pedestrian circulation and effective landscaping, and preserve sensitive natural features for amenities.



Figure 12. Incorporate good pedestrian access and amenities into new development.

3rd Avenue Residential Neighborhood (Generally Between NE Kennedy Drive and NE 145th Street)

Intent/Rationale

The majority of this area is already developed with single-family residences on small lots. However, there are some larger lots that can be subdivided under current zoning. Due to the nature of surrounding development, infill development in this area should be consistent and compatible with existing homes.

Recommendation

Continue to provide for the infill of single-family development in this area.

Specific Issues to Address in the Comprehensive Plan

Review conditions on the west side adjacent to the proposed multi-family area to ensure compatibility.

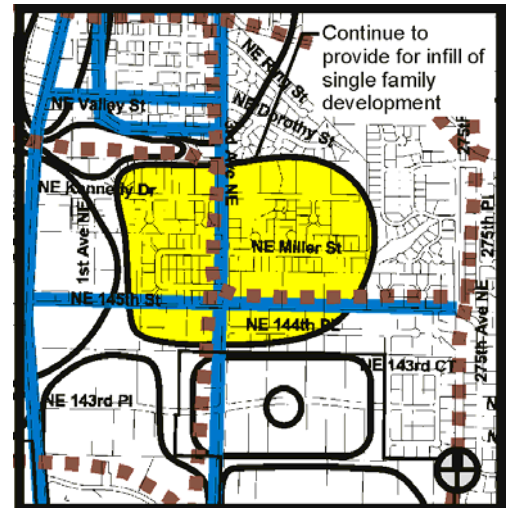


Figure 13. Key 3rd Avenue residential neighborhood recommendations.



Figure 14. Aerial view of neighborhood.

Upland Neighborhood Infill

Intent/Rationale

This includes all residentially-zoned areas generally east of 275th Avenue NE inside city limits. Although most of this area has already been developed into small to medium-sized lots for single-family development, there are a number of larger parcels that could be subdivided. The largest of these areas is along the 278th Avenue corridor between NE 144th and NE 150th Streets. Since there is a perceived deficit of neighborhood park spaces within existing developments, participants sought the creation of new neighborhood parks on this and other sites where possible.



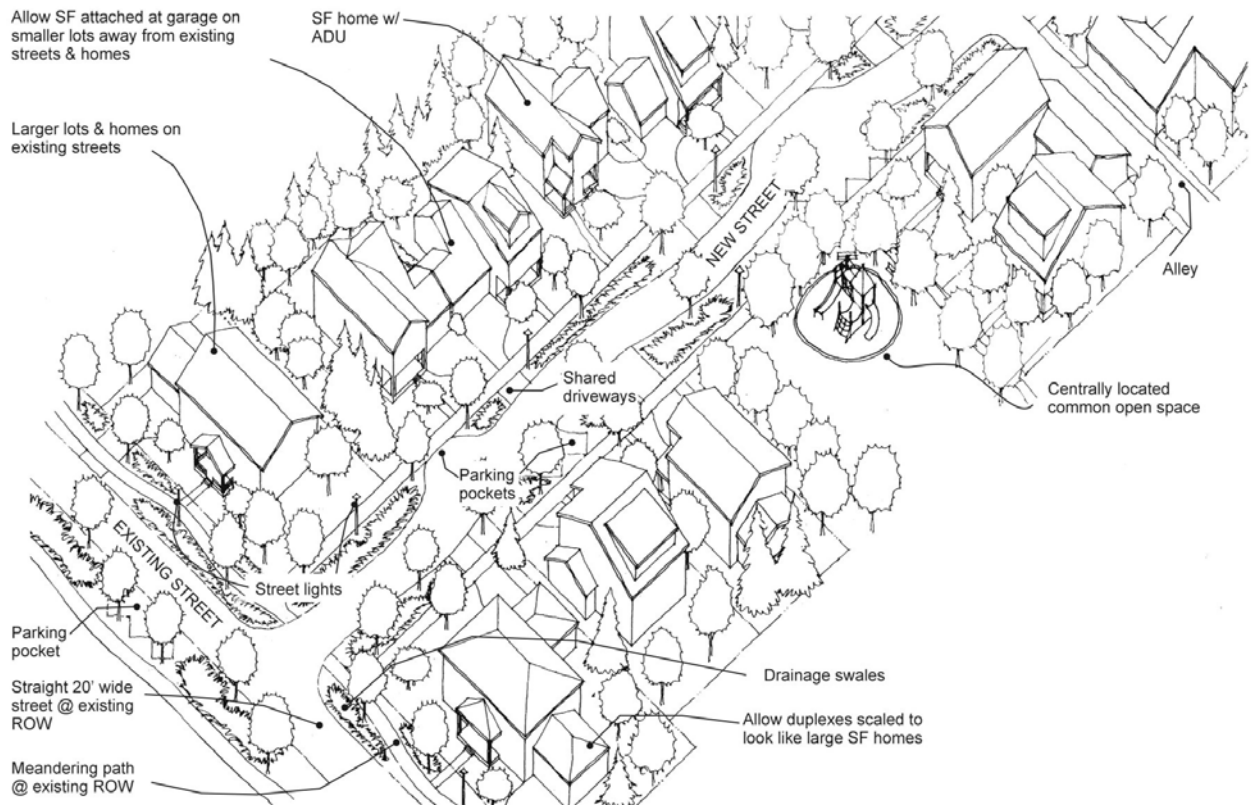
Figure 15. Existing upland neighborhood street.

Recommendation

Generally, retain existing density provisions of existing zoning. However, the City should pursue opportunities for neighborhood parks, particularly on the centralized properties along 278th Avenue NE. New development should upgrade pedestrian access on adjacent streets. Where new streets are required, encourage the use of low impact street designs that include narrow street widths, storm water swale systems to catch runoff, and sidewalks. (See Transportation recommendations.)

Specific Issues to Address in the Comprehensive Plan

- Explore property acquisition opportunities for neighborhood parks.
- Consider neighborhood parks throughout the city with amenities for children.
- Reexamine streetscape design standards for new residential development.



*Figure 16. Some suggestions for more sustainable, low-impact residential development.
This is an example site.*

South UGA Multi-family Residential Area around NE 143rd Street

Intent/Rationale



Figure 17. Recommendation for the south UGA area around NE 143rd Street.



Figure 18. Examples of residential development that may be appropriate here.

This area includes a number of large lots along NE 143rd Place generally east of 3rd Avenue NE and is currently outside of the City Limits, but within the City's Urban Growth Area. Due to the proximity to existing and proposed commercial services, community participants indicated that this is an appropriate location for future multi-family residential uses.

Recommendation

Provide for residential infill with a mix of densities, including compact single-family, cottage home developments, townhomes, and 2-3 story multi-family developments. Specifically:

- Provide for attractive pedestrian access throughout the area.
- Provide common open space for residents.
- Preserve sensitive natural features as a site amenity.
- Provide buffers to adjacent single-family uses.
- Encourage the use of sustainable design principles in new development.

Specific Issues to Address in the Comprehensive Plan

- Establish criteria for annexation based on buildable lands within the City and infrastructure limitations, including water and sewer.
- Consider appropriate zoning designation consistent with vision. Ensure adequate utilities and access. Incorporate trails or walkways that connect developments.
- Provide design guidelines to accommodate goals and recommendations above.

South UGA Industrial/Commercial Area at NE Big Rock

Intent/Rationale

This includes Urban Growth Area properties north of NE Big Rock Road generally between 3rd Avenue NE and 275th Avenue and south of NE 143rd Place properties. Community participants identified the need to provide space for industrial activities and businesses such as a lumber yard, feed store, and agricultural equipment supplies and services. Duvall has a tradition of such activities and the desire to provide for an expanded employment base leads to the need for small industry and heavy commercial land. One development type that may be especially applicable is the so called “flex-tech” building in which small businesses can lease one or more bays of a building to provide an adaptable mix of office, storage and fabrication shop space.

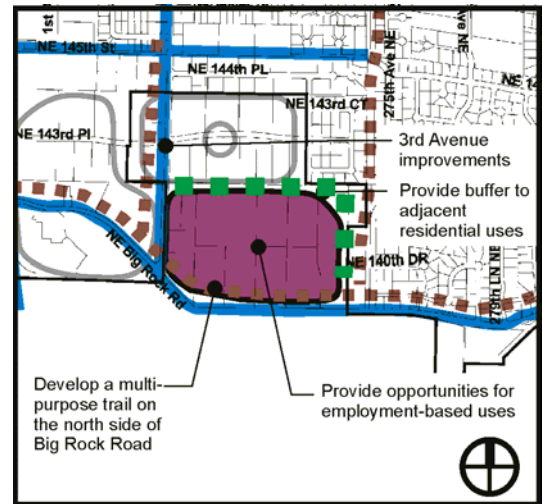


Figure 19. Key recommendations for the south UGA area north of NE Big Rock Road.

Recommendation

Provide for employment-oriented light industrial and limited commercial uses in the south UGA site north of NE Big Rock Road. Specifically:

- Provide substantial vegetated buffers to adjacent residential uses.
- Provide good pedestrian and vehicular connections.
- Encourage the use of sustainable design principles in new development. For example:
 - Encourage the development of a master plan for efficient space use. Include provisions for joint parking and access, efficient circulation, etc.
 - Consider reuse of storm water (and perhaps grey water).
 - Consider requirements or incentives for wastes to be internally recyclable (e.g.: reclamation of waterborne wastes, solvents, cleaners, etc.).
 - Consider design and landscaping standards to ensure the area is attractive, at least from the public ROW and adjacent properties.

Specific Issues to Address in the Comprehensive Plan

- Establish criteria for annexation based on buildable lands within the City and infrastructure limitations, including water and sewer.
- Determine utility, service, and access needs and minimize impacts.
- Consider impacts to nearby residences.

Mix of Light Industrial/Office and Retail Uses

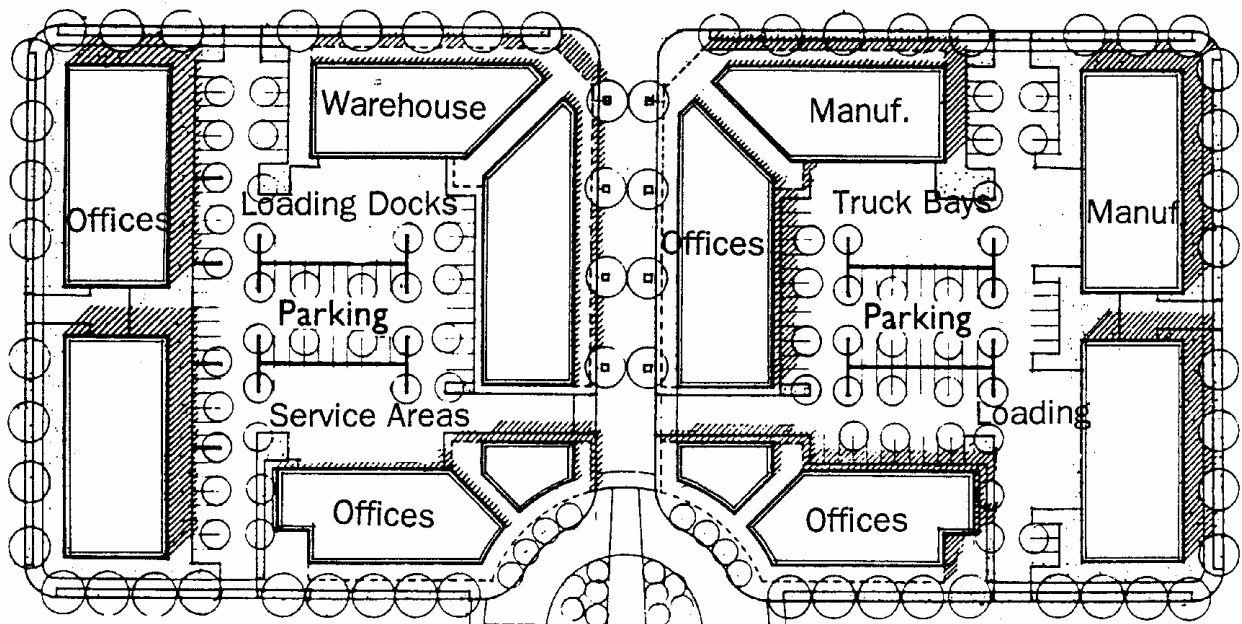


Figure 20. Contemporary business centers often feature a mix of fabrication, storage, and office space.

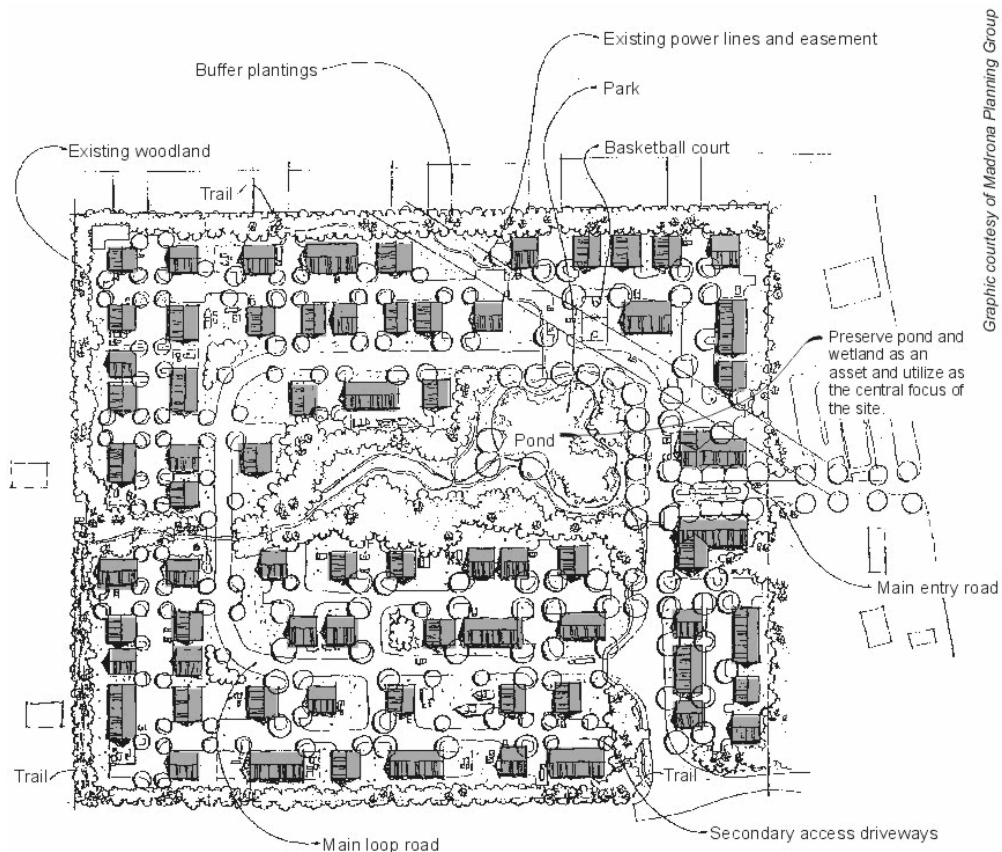


Figure 21. Another example of a business park layout.

Southeast UGA Residential Neighborhood Around Big Rock Ball Fields

Intent/Rationale

This includes the Urban Growth Area between NE Big Rock and Batten Roads surrounding the Big Rock Ball Fields. There is an opportunity to create a new integrated neighborhood in this area that is focused around the Big Rock Ball Fields. This could include a mix of residential densities surrounding the park and single-family residential uses elsewhere.

Recommendation

Provide for a new residential neighborhood, specifically:

- Incorporate a mix of densities, including some possible multi-family uses surrounding the playfield and single-family uses elsewhere.
- Provide design guidelines specific to multi-family uses. Design guidelines should minimize impacts to single-family residences.
- Incorporate a network of pathways linking areas to playfield and surrounding trails.
- Incorporate neighborhood-friendly uses as part of the proposed/planned Big Rock Ball Field expansion.
- Provide a coordinated storm water management system.
- Encourage the use of low-impact street design. (See Transportation recommendations.)
- Consider transit service.

Specific Issues to Address in the Comprehensive Plan

- Establish criteria for annexation based on buildable lands within the City and infrastructure limitations, including water and sewer.
- Consider integrating the park with new residences on adjacent land. Consider issues such as security and safety. (Residences could provide a big benefit in this area.)
- Determine the type, size and density of residences. A range of types is suggested.

Note: Many of the recommendations for the East UGA also apply to this area.

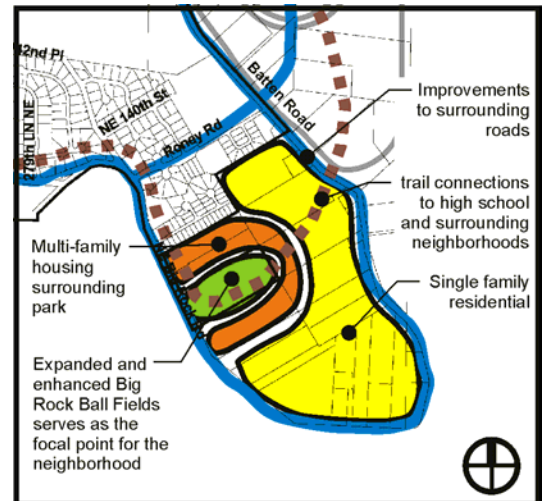


Figure 22. Key recommendations for the southeast UGA residential neighborhood around Big Rock Ball Fields.



Figure 23. Parks and residential development can be integrated for the benefit of both uses.



Figure 24. A good example for future residential development in this area: Good pedestrian access and amenities, narrow streets with on-street parking, and hidden garages.

East UGA Integrated Residential Neighborhood

Intent/Rationale

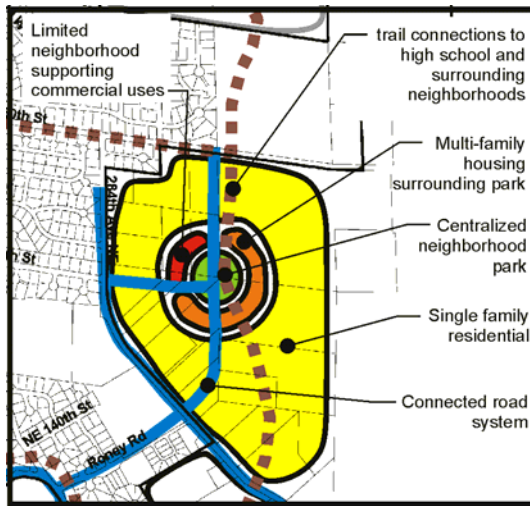


Figure 25. Key recommendations for the east UGA area.

The area east of Batten Road/284th Avenue NE provides an opportunity develop a new neighborhood with a variety of housing types, open space, trails, and a very minor amount of neighborhood supporting commercial development. With the construction and improvement of NE Big Rock Road, the area can be well served with circulation and utility infrastructure. It is also within walking distance to the high school. By providing housing choices and a unified site plan the neighborhood can attract residents who would otherwise not find applicable housing in the community (e.g.: young singles, empty nesters, and senior citizens not wanting yards to care for). A master-planned site development can also make better use of open space and reduce impacts to natural areas than would be achievable in traditional single-family subdivision development.

Workshop participants were generally positive to the idea, but were concerned that the residential development not be too dense or that the commercial activities be large enough to attract business from downtown.

Near term sewer limitations, land assembly and city-wide development allocation measures may pose challenges to implementing this vision. However, the opportunity appears so potentially beneficial to land owners, nearby neighborhoods and the city as a whole that innovative implementation techniques should be pursued; or at least that comprehensive plan and regulations should not preclude future options.

Recommendation

During the comprehensive plan amendment process, the City should consider land use designations and development regulations and incentives that encourage master planning of the area to provide a mix of housing types, very limited commercial services, home based business opportunities, integration of open space with development, innovative ways to provide utility and transportation facilities and sustainable design features. Provisions might include establishing incentives through a special planned residential development ordinance or zoning overlay with development standards. It may be that regulations be established that would allow clustering on a portion of the site, whereby the remainder of the site can be developed at a later date.



Figure 26. A mix of housing types with some limited services and useable open space has proven an attractive development concept.

Specific community design recommendations include:

- Integrate development into natural setting. Retain as much natural vegetation as possible. Minimize grading and earth moving.
- Incorporate storm water pond as an amenity.
- Encourage innovative design measures such as the reuse of grey water, collection of storm water for irrigation, and solar energy collection. Incorporate low impact residential street design standards.
- Incorporate low impact residential street design standards.
- Consider innovative options for sewage treatment.
- Provide transit service
- Connect the neighborhood to other neighborhoods and services, especially the high school.



Figure 27. Integrate new development with natural setting. (Note removable pavements.)

Specific Issues to Address in the Comprehensive Plan

- Establish criteria for annexation based on buildable lands within the City and infrastructure limitations, including water and sewer.
- Consider the mix of types and densities that are acceptable.
- Create site development standards that reduce visual and ecological impacts.
- Create phasing options in concert with sewer availability.
- Develop sustainable development standards.
- Consider types of trade-offs that are acceptable (e.g., greater densities in some areas in exchange for open space and application of design or landscaping standards).
- Provide a street network plan.



Figure 28. Large-parcel development allows innovative approaches to storm water detention and water treatment.

North and Northeast UGA Residential Areas

Intent/Rationale

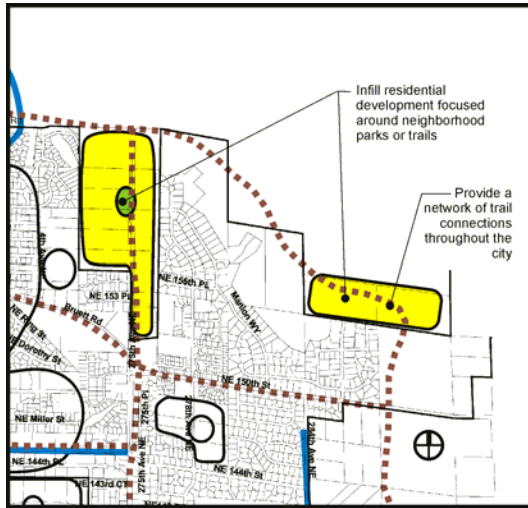


Figure 29. Key recommendation for north UGA areas.

This includes the Urban Growth Areas along the 275th Avenue NE corridor and northwest of the high school. These sites have the opportunity to be attractive residential neighborhoods within dramatic physical settings (forest areas, meadows, and hillside views).

Recommendation

Provide for single-family residential infill. Specifically:

- Incorporate neighborhood parks as a focal point for new residential areas.
- Provide a connected street system.
- Encourage the use of low-impact street design. (See the Transportation chapter.)
- Consider low-impact/sustainable residential development design concepts that may be appropriate here. (See the East UGA Integrated Residential Neighborhood discussion.)

Specific Issues to Address in the Comprehensive Plan

- Establish criteria for annexation based on buildable lands within the City and infrastructure limitations, including water and sewer.
- Provide protection of steep slopes.
- Provide a pedestrian trail system.

Transportation Recommendations

Main Street Improvements

Intent/Rationale

Participants, including business owners and citizens, expressed a concern over high traffic volumes, significant truck traffic and noise levels, and excessive travel speeds on Main Street. These conditions impair vehicle turning movements and pedestrian safety and degrade the overall pedestrian environment in Old Town. Mitigation measures for each of these can be achieved through various means. Reduced traffic speeds would help pedestrian safety by making it easier for traffic to spot pedestrians and stop. Slower traffic would also discourage truck traffic through town, and encourage an alternate route, such as the West Snoqualmie Valley Road.

On-street parking is another important feature of Main Street, particularly in Old Town. It provides convenient access to local businesses and buffers vehicle traffic from pedestrians on the sidewalk. However, current traffic volumes and speeds make it difficult to use on-street parking. Traffic calming measures rather than high speed capacity improvements were considered as the top priority method by planning participants to mitigate these problems.

Recommendation

Provide improvements along Main Street to reduce travel speeds and impacts of trucks, enhance access/egress to/from side streets, and facilitate pedestrian circulation. Develop a strategy for parking along Main Street in conjunction with overall parking for Old Town. The vision for the corridor builds on the following transportation elements:

- Coordinated traffic controls that reduce traffic speeds and are compatible with the rural character of the city.
- Provides convenient and visible access to developments in the corridor.
- Narrowed street width. An example would include 10-foot wide travel lanes, 5-foot bike lanes, and 8-foot parking lanes. The narrower travel lanes will reduce speeds, provide safer parking areas, and a bike lane. Use of benches, sculptures, or other treatments also should be considered.
- Curb bulbs, landscaped medians, pedestrian lighting, and other street design treatments that reduce travel speeds, enhance the pedestrian environment, and improve pedestrian safety.



Figure 30. Main Street today.



Figure 31. New curb bulb on Main Street improves pedestrian street crossings and defines the lane of vehicle traffic.

Curb bulbs are extensions of the curb lane out into the street that reduce street crossing distances and define the lane of travel for vehicles. Curb bulbs can be planted with flowers or decorated with small art to enhance the character of the area. Medians provide refuge to pedestrians and greater visibility, separate traffic streams, and increase the beauty of the area through plantings.

- Minimize the loss of parking, unless otherwise replaced in a convenient public facility to serve a mix of commercial and residential activities in the city center.
- Where feasible alternatives exist, direct bicyclists to a parallel corridor to reduce safety conflicts and use of existing right-of-way.
- Work with WSDOT, King County, and Snohomish County to explore opportunities to redirect trucks from Main Street as part of a long-term vision for the community. Consider designation of a truck route. Such route could include (for northbound traffic) NE 124th Road to West Snoqualmie Valley Road to Woodinville-Duvall Road.
- Encourage speeds of 20 mph, or less, to promote tourism and pedestrian safety.



Figure 32. Curb bulbs, on-street parking, and other pedestrian amenities can humanize high-volume streets.

Specific Issues to Address in the Comprehensive Plan and Old Town/Riverfront Sub-Area Plan

The Comprehensive Plan will need to provide direction on the following elements related to Main Street:

- Identify desired locations for local access to/from Main Street, including types of traffic controls. Location and spacing of traffic signals, use of turn restrictions, and sizing of the lengthy turn lanes should be generally addressed. This will require coordination with WSDOT.
- Develop policies related to the overall use of the right-of-way for traffic flow, parking, and non-motorized transportation.
- Consider appropriate design treatment for curb bulbs, sidewalks, lighting, and crosswalk treatments.
- Create policy language related to the type of streetscape enhancements such as landscaping, street furniture, and similar items should be addressed.
- Consider funding options and strategies, including grants, public, or private opportunities.
- Develop a desired phasing and priority program that considers funding.
- Explore alternate regional routes for through traffic – especially commercial trucks.

Other Old Town Street Improvements

Intent/Rationale

Side streets in Old Town provide for local access and circulation to a key focal point of existing and new commercial and residential activity in the City. Almost all of these streets currently lack sidewalks and some are unpaved. A good system of local streets is important to provide convenient and safe traffic access to and through the area. The local street system also needs to be developed to support the Main Street projects to ensure that traffic signals and turn lanes support the circulation needs. These types of improvements also provide access to parking to support businesses in Old Town.

The local street system also serves as an alternative to Main Street for local traffic within the City. This reduces the potential impacts on capacity and safety along Main Street in Old Town.

A third important function of the local street system in Old Town is pedestrian connectivity. The desire is for people to park in the core area and be able to conveniently and safely walk to various businesses.

Recommendation

A core system of local streets serving access to/from Main Street and vehicular and pedestrian circulation within Old Town should be defined. All elements must tie into any parking strategy for the Old Town district. The system should address the following:

- Identify which streets should serve for major access routing to/from Main Street (must be developed in conjunction with Main Street enhancements).
- Define hierarchy (if any) of north-south streets for vehicular circular.
- Define system of pedestrian circulation within Old Town that connects with other areas of the City.
- Provide guidance relating to streetscape elements and use of available right-of-ways.
- Explore different circulation options for local traffic off of Main Street.

Specific Issues to Address in the Comprehensive Plan and Old Town/Riverfront Sub-Area Plan

Identify the desired use and conceptual design standards for key local circulation/access streets in Old Town. Address a strategy for parking (on-street, public lots, or development supplied off-street).

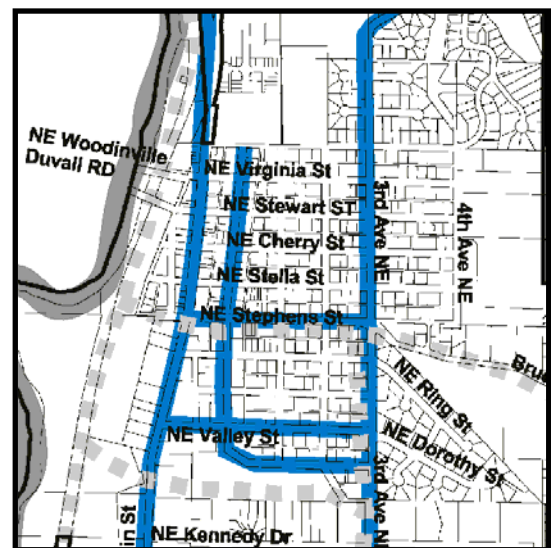


Figure 33. Some of the key Old Town streets to be examined further in the Old Town/Riverfront Sub-Area Plan.

Cherry Valley-SR-203 Connection

Intent/Rationale

The Cherry Valley Road/SR-203 intersection does not meet engineering design standards, which results in safety and operational issues. A number of trucks from the Cherry Valley area must use the intersection. The trucks that are coming from/going to the north cannot make the sharp turn, requiring them to enter Old Town and make a U-turn on local streets. As traffic volumes continue to grow, the problems at the intersection are becoming more pronounced.

In 1993, WSDOT completed an analysis of possible improvements to resolve these issues. The alternatives included no action, possible closure of the intersection, and several options for new or improved intersections. Several alternatives were deemed to not be feasible due to impacts on the cemetery, historical barn, and costs. Extension of 3rd Avenue NE to connect to SR-203 north of the City was identified as being feasible and would significantly reduce many of the operational and safety issues.

The visioning workshops reaffirmed the community's interest in resolving this safety issue and addressing the impacts of truck recirculation associated with the current alignment.

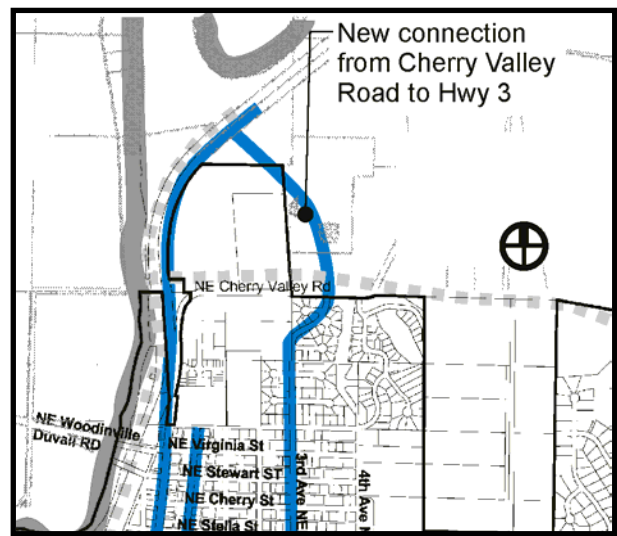


Figure 35. Cherry Valley-SR-203 connection.

Recommendation

Pursue extension of 3rd Avenue NE north of NE Cherry Valley Road to provide a new connection to SR-203 north of the City. This will include preliminary engineering studies, right-of-way acquisition, and ultimate construction.

Specific Issues to Address in the Comprehensive Plan

The overall priority of the project in relation to other City priorities needs to be identified in the Plan. Funding strategies also could be evaluated.

Upland Neighborhood Infill Streets

Intent/Rationale

Visioning participants were receptive to smaller scale, low-impact street design standards that can minimize the impact of transportation facilities, yet still provide safe and efficient operations. Narrower pavement widths and providing sidewalks on only one side of the street reduce impervious surface areas that would otherwise require retention/detention and/or treatment. The narrow configurations also provide an effective way to control traffic speeds on residential streets.

The low-impact street designs allow more flexibility in laying out a subdivision or residential neighborhood. This flexibility can lead to more public (or pseudo-public) spaces and a more appealing streetscape.

Small street standards are being effectively used in several developments in the Puget Sound region, including Northwest Landing, Snoqualmie Ridge, Redmond Ridge, and Issaquah Highlands.

Recommendation

Encourage use of low-impact street design standards in new residential neighborhoods. The primary application will be in single-family developments, but should also allow consideration for attached, single-family developments and some multi-family areas.

To implement this program, the City could develop specific standards or guidelines that could be used. Alternatively, the City would provide policies that allow developers to propose standards and show the benefits and engineering support. A combination of these approaches is recommended.

Specific Issues to Address in the Comprehensive Plan

The Comprehensive Plan should provide policy guidance on the objectives and implementation process for low-impact street design standards.



Figure 36. Examples of low-impact street design.

Parks and Public Facilities

McCormick Park

Intent/Rationale

Participants in the visioning process identified McCormick Park as an invaluable community resource and important regional attraction. In addition, the park and adjacent shoreline area is a critical ecological resource that merits environmental protection and, in some places, restoration. The Old Town/Riverfront Sub-Area Plan should integrate these values into a plan that incorporates the park into the Old Town. Generally, first priority should be given to environmental management and community needs, and when these are satisfied, opportunities to attract visitors into Old Town.



Figure 37. McCormick Park.

Recommendation

Study the following improvements as part of the Old Town Sub-Area Plan:

- Community oriented improvements and some regional attractions.
- Enhanced access to the waterfront from Main Street.
- Redevelopment or use of the area between the park and Main Street businesses.
- Environmental protection and restoration opportunities.



Figure 38. Snoqualmie River.

Specific Issues to Address in the Comprehensive Plan and Old Town/Riverfront Sub-Area Plan

- The preferred mix of uses and activities.
- Integration with adjacent development.
- Community facilities.
- Shoreline management regulations and restoration of habitat.
- Interpretation of the natural environment and local history.
- Erosion and flooding.
- Access, parking, and circulation.
- Regional attractions and integration with the trail.
- Maintenance of the “corridor of green” along the Snoqualmie Valley Trail.
- Protection of the wetlands and other environmental resources along the park and trail.

Taylor Park

Intent/Rationale

Participants stressed the need to provide safety and access improvements to Taylor Park.

Recommendation

Study the following improvements as part of the Old Town Sub-Area Plan:

- Enhance pedestrian access to the park – particularly on NE Park Avenue. This includes sidewalk and lighting improvements.
- Provide safety improvements and public amenities within the park.

Specific Issues to Address in the Comprehensive Plan

- Improve access.
- Enhance safety and security.
- Provide environmental enhancements.
- Provide traffic safety devices, which ensure the protection of users from traffic on NE Park Street and NE Taylor Street.
- Consider an east-west trail within the park as long as the environmental quality is not reduced and impacts to adjacent properties are minimized.

Lake Rasmussen

Intent/Rationale

While much of the land surrounding Lake Rasmussen is either publicly owned or within public rights-of-way, the lake is difficult for the public to access. This is the only lake within the City limits and provides a great park/recreation opportunity for Duvall residents.



Figure 39. Lake Rasmussen

Recommendation

Study the following improvements as part of the Old Town/Riverfront Sub-Area Plan:

- Enhance pedestrian access to the lake – including sidewalks on NE Stella Street leading to the park from 3rd Avenue NE.
- Provide public access improvements and amenities on the western lakeshore within existing public rights-of-way area. Take measures to protect privacy of adjacent residents.
- Consider acquiring private property around the lake to accommodate a shoreline pathway.

Specific Issues to Address in the Comprehensive Plan

- Consider opportunities for environmental restoration. Consideration of the lake's role in the local watershed.
- Consider security and privacy of property owners.
- Maintain/enhance water quality.

Big Rock Ball Fields

Intent/Rationale

Located at the city's south east corner, the ball fields represent an important city-wide recreational resource. The challenge is to make sure that new development enhances the use and security of the park and that opportunities for additional activities are identified.

Recommendation

Complete planned improvements and park acquisition per existing Comprehensive Plan and Capital Facilities Plan. Consider adding play areas, an outdoor interactive recreational structure, or other park facilities to expand the amount of activity and the focal point of a future residential neighborhood.

Specific Issues to Address in the Comprehensive Plan

- Provide compatibility with neighboring uses.
- Consider recreational program requirements and other comprehensive park planning objectives.

Upland Neighborhood Parks

Intent/Rationale

Workshop participants expressed the concern for the lack of neighborhood parks in the upland residential neighborhoods.

Recommendation

Look for opportunities to increase recreational open space in residential neighborhoods. Coordinate with other park planning activities. Such parks may be provided either with public funding or as part of a development. Consider allowing smaller lots if the developer provides effective communal open space. Provide equipment for a variety of ages and activities. Toddlers are a special priority. Also explore other needs such as a pea-patch.



Figure 40. Neighborhood parks are important for social cohesiveness and sense of community as well as recreation.

Specific Issues to Address in the Comprehensive Plan

Identify current and desired level of service, location criteria, funding, coordination with development, etc.

Trails

Intent/Rationale

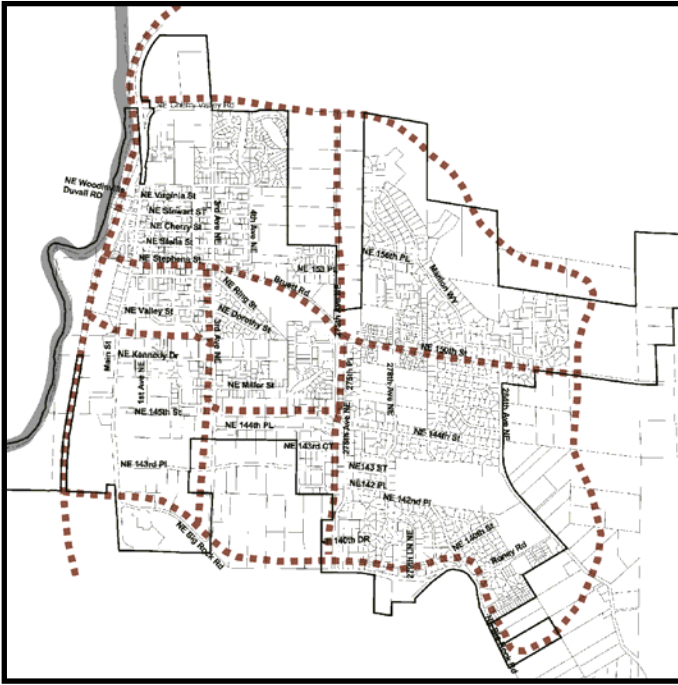


Figure 41. Create a network of trails, sidewalks, and pathways that connect Duvall's residential areas, parks, schools, and services with Old Town and surrounding areas.

While Duvall residents have access to the historical Snoqualmie Valley Trail down on the riverfront, there are surprisingly few other options for off-road walking and riding experiences within the City limits. Suburban development on the uplands over the last 20 years produced an incomplete sidewalks system and no off-street trails. Fortunately, there are several opportunities to develop an extensive system of connected trails within and surrounding the City. Such a trail system can connect residential areas to parks, schools, commercial services, and other residential neighborhoods. Community participants strongly supported the creation of such an integrated trail system as a valuable quality of living amenity.

Recommendation

Create a Non-motorized Transportation Plan to inventory existing facilities, propose a prioritized list of connections/ expansions / new facilities (see below) and lay the ground work for a community-based volunteer trail construction program. For example, community members could provide the labor once per month (during the "dry" season) to construct/ improve new trails. The City could: flag the route, supply tools and materials. Specific connections suggested:

- Connections between Old Town and new shopping center south of NE Big Rock Road.
- Connection of river trail with Taylor Park and upland areas.
- Trail on NE Big Rock Road connecting river trail with existing and future residential neighborhoods.
- Trail on 275th Avenue NE corridor from NE Big Rock Road to NE Cherry Valley Road.
- Trail along Cherry Valley corridor connecting 275th Avenue NE corridor with the river trail.
- Provision of a network of connected trails in new residential neighborhoods.
- Maintenance/provision of landscaping and greenery around the trails.

Specific Issues to Address in the Comprehensive Plan

- Reinforce the priorities and funding of policies for trails in the proposed Non-Motorized Transportation Plan.
- Provide standards for safety and access.
- Coordinate with park planning efforts.
- Provide standards for the provision of trail connections for new development.

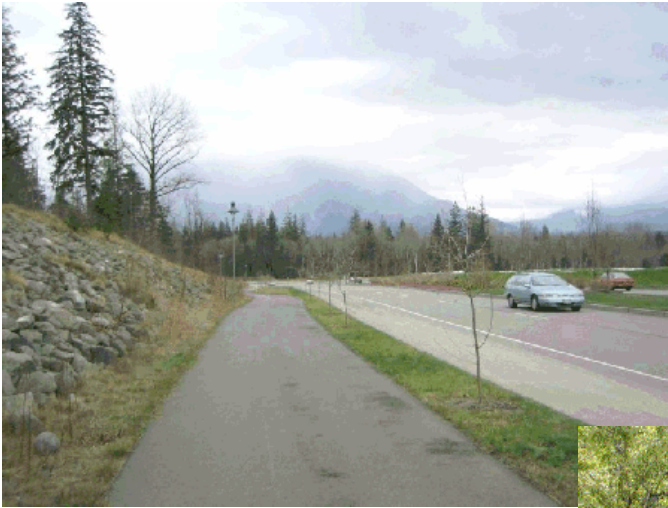


Figure 43. A pathway such as this along the side of NE Big Rock Road could provide an excellent connection between upland residential neighborhoods and Old Town.

Figure 42. Trails and sidewalks connecting residential neighborhoods to downtown should be a priority.



Public Facilities

Intent/Rationale

Nearly all of the City's public facilities are currently located in Old Town. Their centralized locations have served effectively as anchors of activity for pedestrian activity and economic vitality. With considerable population growth expected over the next 20 years, these facilities will soon be inadequate for the community population they serve – thus either expansion or new facilities will be required. While an Old Town location is preferred for all but police facilities, community participants recognize that functional requirements may make it difficult to retain an Old Town location. Nevertheless, City Hall and the library were two facilities that community members would like most to keep in Old Town.

Recommendation

- *City Hall* – Let the functional requirements dictate the location for community facilities – an Old Town location is preferred.
- *Library* – Encourage the King County Library District to relocate in Old Town when funding becomes available to move into a new location. Locate the facility where it is easy to get to and is adjacent to other community amenities.
- *Police* – Let the functional requirements dictate the location for community facilities – the south end seems like the best location.
- *Indoor Community/Recreational Facilities* – Let the functional requirements dictate the location. A centralized location with respect to community residential uses is preferred with good pedestrian access to facility.
- Provide a historical museum at the Dougherty House or other appropriate location in partnership with interested parties.



Figure 44. Encourage the library to retain an Old Town location.

Specific Issues to Address in the Comprehensive Plan

Identify programmatic requirements for public facilities including projected demand or need, size, locational criteria, ancillary facilities needs, desired adjacencies, site size, and potential impacts.

Vision Statement

Suppose we played Rip Van Winkle. Suppose we took a nap under one of the cottonwood trees down by the river and did not wake up for 15 years. What would we find when we did awake? Well, we might first look out across the river to the west and be pleased to note that the land is still being farmed; that regional growth strategies have managed to save the valley and forested slopes from suburbanization. The park itself is busy, with people of all ages enjoying different activities from picnicking to volleyball to nature study.

As we head up to the Old town we recognize most of the old landmarks. The new buildings fit in well. It seems that traffic on Main Street hasn't got too much worse and the pedestrian improvements have made it easier to cross the street. Maybe the State has constructed a more effective regional transportation network. You never know.

But there is one thing that seems different about Old Town; it's much busier than in the late twentieth century. After thinking about it, we notice that there are more buildings with residences in upper stories and that has helped to enliven the businesses. And the improved parking, circulation and transit service has made the core more accessible. Seniors especially seem to like the Old Town. There's a group of them in the old café. It sounds like a sing-along. They're trying to remember the lyrics of the Joan Baez and Bob Dylan songs from their youth and mumbling something about a silver spoon. It's definitely time to leave, so we walk south and notice the shops with offices and residences in upper floors. The trail and street trees put in at the turn of the century give this area a nice, laid back feel in spite of the activity, and the library, located just south of the Old Town core, has become a community focus in its own right.

Walking further south towards NE Big Rock Road we encounter larger stores. We remember the bland sameness of most commercial strips from the late twentieth century. But this is different. The landscaping, pedestrian paths and building orientation have helped to integrate these stores into the rest of the community a little better. And, it seems that there has been some infill of new uses constructed over the parking to make a more efficient use of the land.

As we walk up NE Big Rock Road we can see where many of the town's residents work. Small industrial uses, flex-tech buildings and some supporting offices and storage sheds are arranged efficiently on the site to provide better integration of roadways, parking, and storm water treatment. The natural buffers around the work yards and storage areas ensure that it is still attractive in spite of its utilitarian, a work-a-day character.

Continuing east up the hill we reach the residential areas. A couple of the new developments are particularly interesting as they are situated in a kind of natural, park-like setting, feature a mix of houses, town houses and low rise multi-family units, and include a few small convenience services, open space and home based business support features. Over at the mini-park, a young boy is playing with his grandma. Maybe the mix of housing types allows her to live near by her family. There is a little coffee shop where we can get a drink, but we decide to head back to Old

Town. The residences built in the 1980's and 1990's look pretty good. The additional street connections, landscaping and pedestrian bicycle trails have added a lot and certainly made it easier to walk or bike downtown.

Finally, reaching the café in Old Town, we find a seat. Now maybe we can get our cup of coffee, but make it a decaf. The walk has made us tired and it's almost time for another nap.

APPENDICES

- A. City of Duvall Citywide Visioning: Economic Conditions**
- B. Vision Plan Priorities**

Appendix A:

City of Duvall Citywide Visioning: Economic Conditions

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City of Duvall

Economic Conditions

INTRODUCTION

BACKGROUND

The City of Duvall is seeking to develop a Vision (looking out to 2022) for the City and a land use plan for the City's Oldtown area and the area adjacent to the Snoqualmie River (Riverfront area). The purpose of the Vision is to identify the desires of the citizens of Duvall regarding future growth, and to provide a framework for guiding the City's development. The Oldtown/Riverfront plan will be a sub-plan of the City's Comprehensive Plan and will update the existing comprehensive plan goals and the implementation goals for the Oldtown/Riverfront area.

The City hired MAKERS Architecture and Urban Design to lead completion of the Citywide Visioning document, and the Oldtown/Riverfront Plan. ECONorthwest, under sub-contract to MAKERS, has been retained to complete the economic analysis and economic development planning in support of the Vision and Oldtown/Riverfront Plan. MAKERS and the City will lead the visioning and planning process. This report presents the economic conditions and outlook for the City of Duvall to support the process.

METHODS

This report outlines the state of the Duvall economy in the context of local conditions and the regional economy. The regional context provides a foundation of understanding of the broader forces that affect the future of Duvall. Duvall's future is dependent on local actions, connections to the region as a whole, and economic relationships with nearby sub-regions.

The understanding of local conditions and of how the City has changed over the past years is important context for crafting a 20-year vision. We have incorporated employment and population forecasts and targets developed by the City and others to inform stakeholders of potential scenarios for the future.

In incorporating these forecasts, we hope to provide information that focuses stakeholder's thinking for the future of Duvall – without narrowing their thinking about the opportunities for the City. Models and data merely provide a framework for some scenarios that *could* happen. More important are the visions that stakeholders create, the collaborations that come from the visioning process, and the actions taken to achieve the vision.

This report presents original analysis of economic data publicly available, gathered by the City and other public and private agencies. The tools and analyses presented in this report represent the state-of-the-practice in economic development planning. ECO supplemented the analysis with interviews of stakeholders in the City and field visits to the City's developing areas and existing concentrations of economic activity.

In this report, we provide a market analysis with information appropriate to support the visioning and planning process. The methods we use are not intended to provide a detailed market analyses in support of a specific development. This distinction is important.

One could not use this analysis, for example, to predict whether a particular office development would succeed in Duvall. Many development-specific variables can make or break the success of a development, regardless of economic conditions. We have attempted to paint a picture of market conditions using broad brush strokes. Our goal is to inform Duvall stakeholders about the economic opportunities and challenges to consider as they shape their own vision for the City.

ORGANIZATION OF THIS REPORT

The remainder of this report presents a logical framework that provides a point of departure for discussion of alternative futures for Duvall. Divided into two major sections and followed by a summary, the report proceeds as follows:

Current conditions. This section provides benchmarks for understanding how future growth scenarios would differ from recent growth and existing patterns.

Market outlook. In this section, we interpret forecasts and projections relevant to Duvall markets and growth patterns.

Synthesis and conclusions. Finally, the summary closes the report with our take on what this means for crafting a Vision for Duvall.

CURRENT CONDITIONS

In this section we describe information that helps us answer the question, "What is the current state of the Duvall economy?" This information is critical for two purposes: (1) it provides the consultant team with an understanding of local conditions so that they may participate more meaningfully in the planning process, and (2) it provides a foundation for developing the Vision. Accomplishment of the latter purpose will keep the Vision grounded in reality, yet it will also reveal growth opportunities for planning consideration.

We have disaggregated information on current conditions to isolate factors important for planning considerations. The section begins with broader trends related to population, income, and employment growth in and around Duvall. It concludes with more specific information related to real estate trends and specific land uses in Duvall. Together, the information provides a more complete understanding of the forces affecting the Duvall economy and land use markets.

POPULATION

Duvall's population growth in recent years sends positive signals about the growth potential of many types of land use, including housing, retail, and services. We compared Duvall's growth rate in the 1990s and in the past two years to that of nearby communities (Woodinville, Monroe, and Carnation) as well as King and Snohomish counties (Table 1).

Duvall has grown rapidly compared to growth in King and Snohomish counties and in comparison to most nearby communities. Duvall has grown in population at roughly five times the rate of population growth in King County and roughly three times the rate of Snohomish County. Therefore, Duvall appears to be experiencing the demand for new housing necessary to support economic growth.

The more rapid growth of nearby Monroe suggests that Monroe may be attracting growth that might otherwise be destined for Duvall. One reason for Monroe's more rapid growth may be more affordable housing. Another reason may be that Monroe, at nearly three times the size of Duvall, offers a greater variety in local services than Duvall. We return to this point later when we discuss the concept of competitive supply of land uses that present potential growth for Duvall.

Table 1. Population growth of Duvall and nearby cities

	1995 Population	2000 Population	2002 Population	AAGR 1995- 2000	AAGR 2000- 2002	AAGR 1995- 2002
Duvall	3,422	4,616	5,190	6.2%	6.0%	6.1%
Woodinville	7,997	9,194	9,215	2.8%	0.1%	2.0%
Monroe*	6782	13,795	14,670	12.4%	3.1%	9.8%
Carnation	1,540	1,893	1,905	4.2%	0.3%	3.1%
King County	1,625,241	1,737,034	1,774,300	1.3%	1.1%	1.3%
Snohomish County	531,704	606,024	628,000	2.7%	1.8%	2.4%

Source: U.S. Census Bureau, Office of Financial Management

Notes: AAGR is the average annual growth rate for the period indicated (cumulative, compound growth rate)

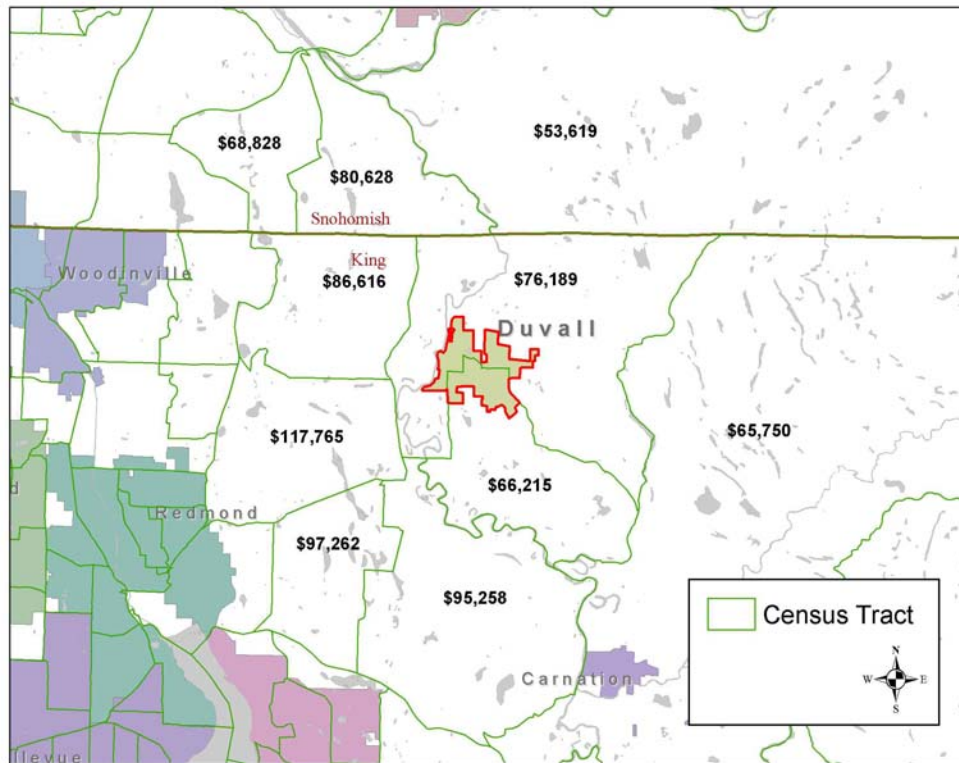
*Monroe annexed a correction facility with over 1,600 residents in 1996. The AAGRs for Monroe have been adjusted to account for this annexation. Other smaller annexations occurred in all cities, for which the growth rates have not been adjusted, due to the lack of significance on the interpretation.

HOUSEHOLD INCOMES

Median household incomes in Duvall are higher than the regional averages. For the City of Duvall, the median household income in 2000 was \$71,300. This compares to median incomes of slightly more than \$53,000 for both King and Snohomish counties. The figure above suggests that the purchasing power of consumers living in the immediate vicinity of Duvall exceeds that of the County and region as a whole.

Incomes in many of the census tracts to the west and south of Duvall are slightly higher (Figure 1). A lot of purchasing power exists between Duvall and the urbanized areas of Woodinville, Redmond, and Sammamish.

Figure 1. Median household incomes by census tract (1999, in 1999\$)



Source: 2000 Census

EMPLOYMENT AND INDUSTRY TRENDS

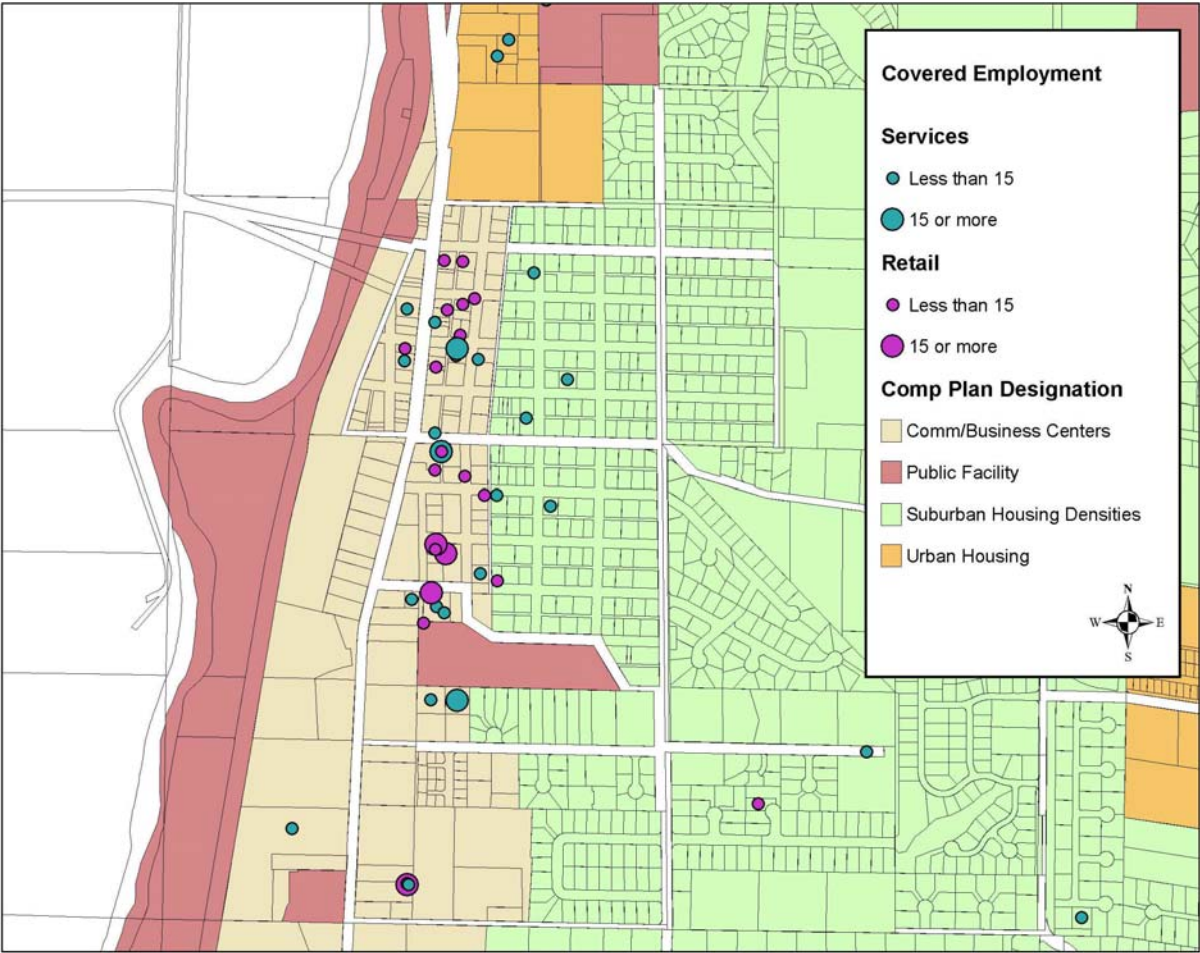
This section provides an overview of employment trends in Duvall. The following section, Real Estate Trends, looks at more specific land uses in the City. Together these sections provide a picture of the industries that drive the local economy and the potential for further growth for each industry.

There are several ways to look at the employment in Duvall and to interpret the state of the local economy. Current estimates of employment are helpful. Just knowing which sectors have the most employment and which have the least are telling. Businesses within industries tend to cluster around one another, and a cluster of activity in one economic sector can suggest an opportunity for more growth in that sector.

The change in employment over recent years helps to identify the ways in which Duvall's role as a commercial center has changed over recent years. Examining the amount of employment per sector in the context of Duvall's population size is important to gain a perspective on whether employment is abnormally low or high, relative to the larger regional economy.

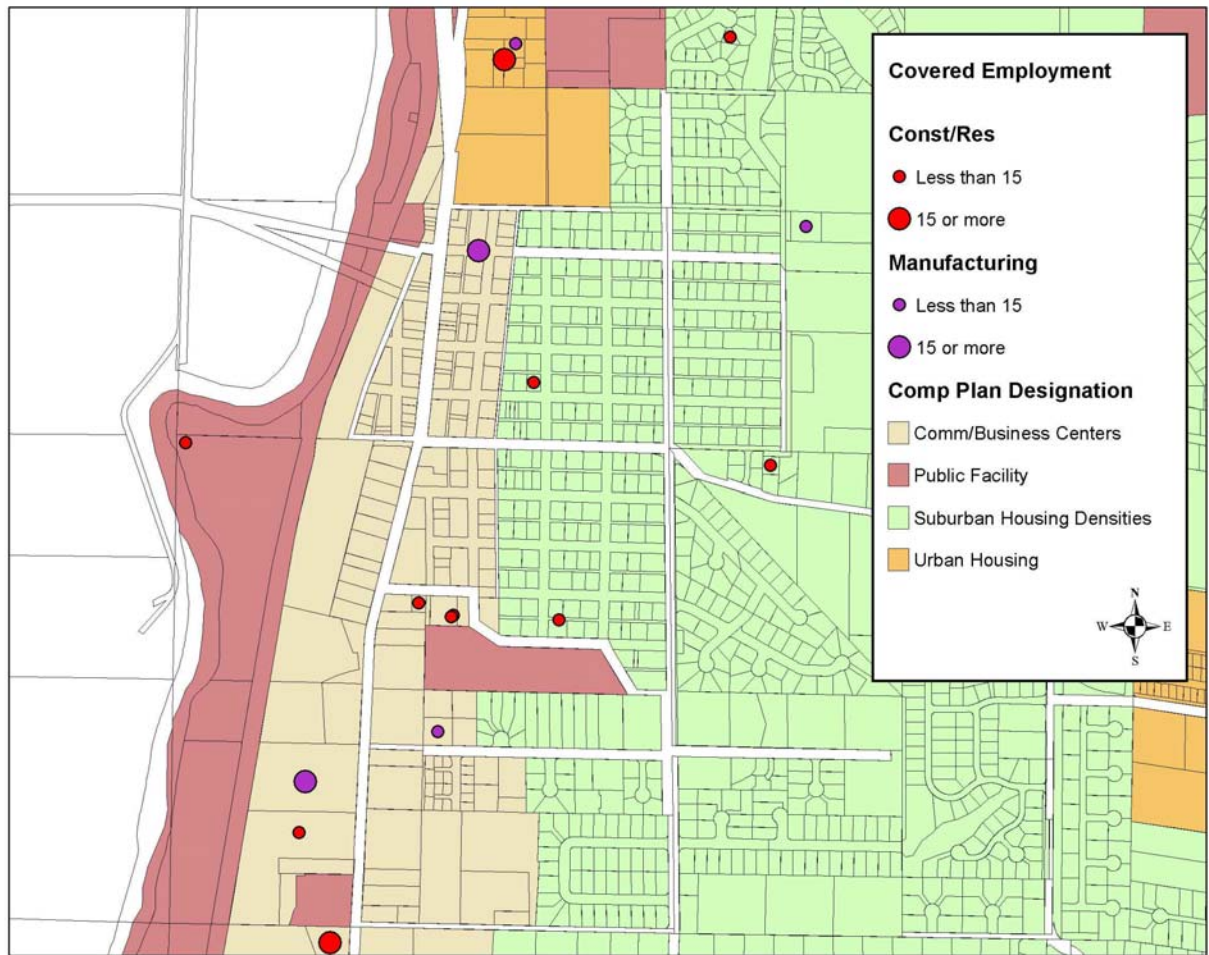
More than 110 Duvall businesses vary by sector, size, and location (Figures 2 and 3).

Figure 2. Duvall Services and Retail businesses, 2000



Notes: Covered employment data are for April 2000 and do not include Duvall's recent Safeway development. Services employment includes employment in the Finance, Insurance, Real Estate, and Services sectors.

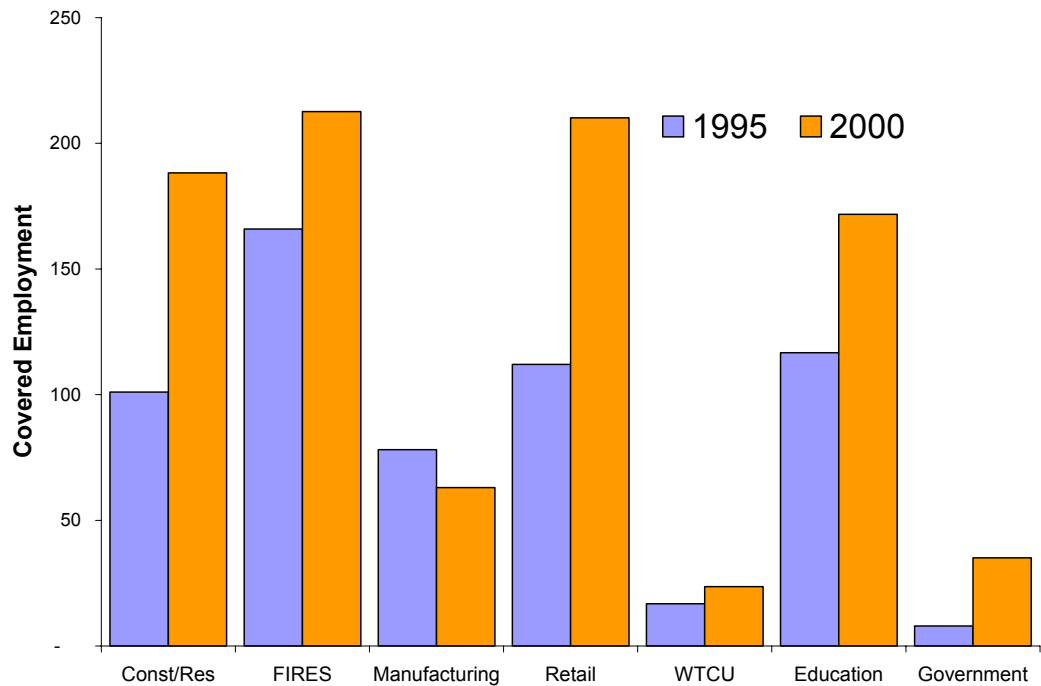
Figure 3. Duvall Construction and Manufacturing businesses, 2000



Notes: Covered employment data are for April 2000. Const/Res stands for Construction and Resources.

Since 1995, overall economic activity has increased in Duvall. On net, the City has 10 to 15 new businesses. Between 1995 and 2000, among the seven major employment sectors, the *Retail* and *Construction/ Resources* sectors showed the strongest growth, followed by *Education; Finance, Insurance, Real Estate, and Services*; and *Government* (Figure 4). By contrast, the industrial sectors of *Manufacturing* and *Wholesale Trade, Communications, and Utilities (WTCU)* saw no growth as a group, with declines in *Manufacturing* employment offsetting modest growth in *WTCU*.

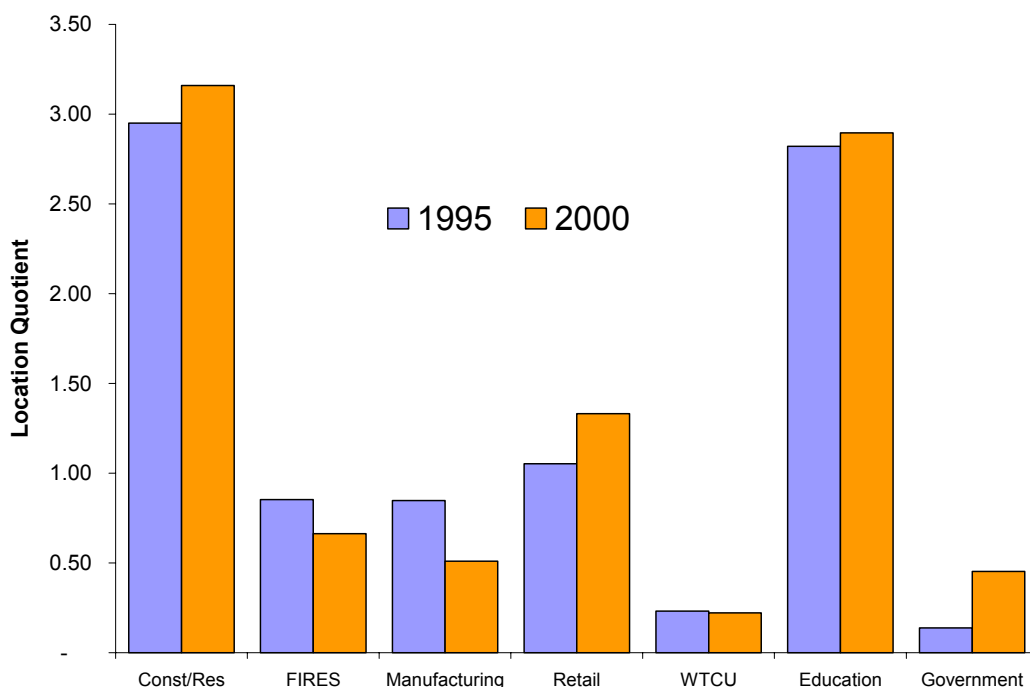
Figure 4. 1995 and 2000 City of Duvall covered employment



Source: ECONorthwest analysis of Puget Sound Regional Council summaries of covered employment for 1995 and 2000.

Another way of looking at an area's competitive position regarding commercial activity is to look at the City's "location quotients" (Figure 5). A location quotient is defined as a city's share of regional employment in a given industry divided by the city's share of the region's overall employment. Location quotients highlight the City strengths or weaknesses in economic sectors. A value of 1.0 indicates that for that sector, City employment is exactly what we would expect given Duvall's size and given the regional averages in the central Puget Sound region.

Figure 5. 1995 and 2000 Location Quotients for City of Duvall



Source: ECONorthwest analysis of Puget Sound Regional Council summaries of covered employment for 1995 and 2000.

Note: Location quotients are based on total employment in King, Snohomish, Pierce, and Kitsap counties.

Changes in Duvall's location quotients from 1995 to 2000 suggest that the City is becoming a community where people live, raise families, and shop. The data also show the City is becoming less of a place where products are built and services are rendered.

There is roughly one job located in Duvall for every five people that live in the City. This ratio is well below the regional average of one job for every two people. If we include the roughly 10,200 people living within 2 miles of the City, the area provides only one job for every 11 people. Duvall clearly exports labor to other communities and, by so doing, fits the definition of a bedroom community.

CONSTRUCTION AND RESOURCES

The data show more than three times the amount of construction employment in Duvall than we would expect given the City's overall level of commercial activity. It is not unusual for construction-related industries to be concentrated on the periphery of large urban areas.

MANUFACTURING

Manufacturing jobs declined in the late 1990s, to a level well below what we would expect given the size of Duvall. This trend follows the trends of the region and particularly that of many smaller towns in the region. The low

absolute numbers of manufacturing jobs (less than 70) makes any loss of manufacturing business particularly noticeable in percentage terms.

WHOLESALE, TRANSPORTATION, COMMUNICATION AND UTILITIES

Wholesale and transportation jobs are much lower than we would expect, reflecting the proximity of Duvall to other commercial centers. Many regional jobs in this sector are distribution jobs. The *relative* isolation of the City from Woodinville, Redmond and other larger cities makes distribution activities difficult to locate in Duvall.

Many light-industrial and manufacturing companies perceive a lack of industrially-zoned land in the region. Some smaller cities, such as Sumner in Pierce County, have capitalized on this issue by annexation large portions of land and zoning the land industrial. Sumner in particular has attracted a lot of warehousing and distribution companies to the City in this way.

FINANCE, INSURANCE, REAL ESTATE, SERVICES

Of all the location quotients shown in Figure 3 above, the most disconcerting to us is the decline in the Services sector (FIRES). Both nationally and regionally, this sector includes the fastest growing industries. Duvall's services employment is less than two-thirds what we would expect given its total employment, and therefore is cause for further exploration.

The positive side of this observation is that services employment did in fact grow during late 1990s, adding 50 jobs to more than 220 jobs in the sector. Services jobs also represent the largest sector of employment in Duvall. The strong growth in jobs, combined with the decrease in the location quotient, however, suggests that local factors held growth in the sector to a lower level than we would have expected given the regional growth in services employment.

Services jobs include a wide range of different sub-sectors (Table 2). We provide in Table 2 a summary of employment within the Services sector for Duvall. For comparison purposes, we include Woodinville, Monroe, and the areas surrounding Duvall in eastern King County and southeastern Snohomish County. (In the table, we refer to the King and Snohomish areas as the Eastside Region for brevity; the title has no official usage beyond this report.) We emphasize in bold the three sub-sectors with the largest presence in the Services sector within the Eastern Region.

Table 2. Services industry employment in King County and Duvall.

SIC	SIC Description	Duvall		Woodinville		Monroe		Eastside Region	
		Jobs	Percent of all Services	Jobs	Percent of all Services	Jobs	Percent of all Services	Jobs	Percent of all Services
60	Depository Institutions	*	*	170	8%	45	4%	1,543	5%
61	Nondepository Credit Institutions	0	0%	8	0%	*	*	340	1%
62	Security, Commodity Brokers, Services	0	0%	0	0%	0	0%	45	0%
63	Insurance Carriers	0	0%	*	*	0	0%	419	1%
64	Insurance Agents, Brokers, Services	0	0%	53	2%	8	1%	518	2%
65	Real Estate	2	1%	114	5%	63	5%	1,047	4%
67	Holding & Other Investment Offices	0	0%	*	*	0	0%	34	0%
70	Hotels and Other Lodging Places	0	0%	0	0%	64	5%	783	3%
72	Personal Services	9	5%	166	7%	64	5%	883	3%
73	Business Services	20	10%	869	39%	316	26%	5,956	21%
75	Auto Repair, Services & Parking	4	2%	100	4%	114	9%	881	3%
76	Miscellaneous Repair Services	0	0%	*	*	20	2%	*	1%
78	Motion Pictures	*	*	*	*	*	*	237	1%
79	Amusement & Rec. Services	*	*	130	6%	41	3%	2,112	7%
80	Health Services	31	16%	249	11%	275	23%	4,419	16%
81	Legal Services	0	0%	4	0%	*	*	126	0%
82	Educational Services	0	0%	63	3%	31	3%	1,452	5%
83	Social Services	51	27%	26	1%	41	3%	1,731	6%
84	Museums, Bot., Zoo. Gardens	0	0%	0	0%	0	0%	*	0%
86	Membership Organizations	*	*	21	1%	32	3%	756	3%
87	Engineering, Accounting & Mgmt	11	6%	214	10%	46	4%	4,065	14%
88	Private Households	0	0%	29	1%	5	0%	632	2%
89	Services, Not Elsewhere Classified	0	0%	0	0%	0	0%	53	0%
Total FIRES jobs		192		2,237		1,203		28,255	

Source: Washington State Employment Security Department (ESD)

Notes: “*” indicate data have been suppressed according ESD data confidentiality rules. Rows in bold font indicate the three largest percentage of services sub-categories.

The data in Table 2 show that, currently, Duvall does not have many of the Services businesses that are found elsewhere in the region. Business services, in particular, represents the most under-served among the Services sub-sectors with a relatively large employment base. Business services includes the following industries, among others:

- Advertising Agencies and Services
- Adjustment and Collection Services
- Credit Reporting Services
- Photocopying and Duplicating Services
- Commercial Photography
- Commercial Art and Graphic Design
- Pest Control Services
- Building Cleaning and Maintenance Services
- Equipment Rental and Leasing
- Employment and Help Supply Services
- Computer Programming Services and Prepackaged Software
- Computer Related Services
- Secretarial and Court Reporting Services

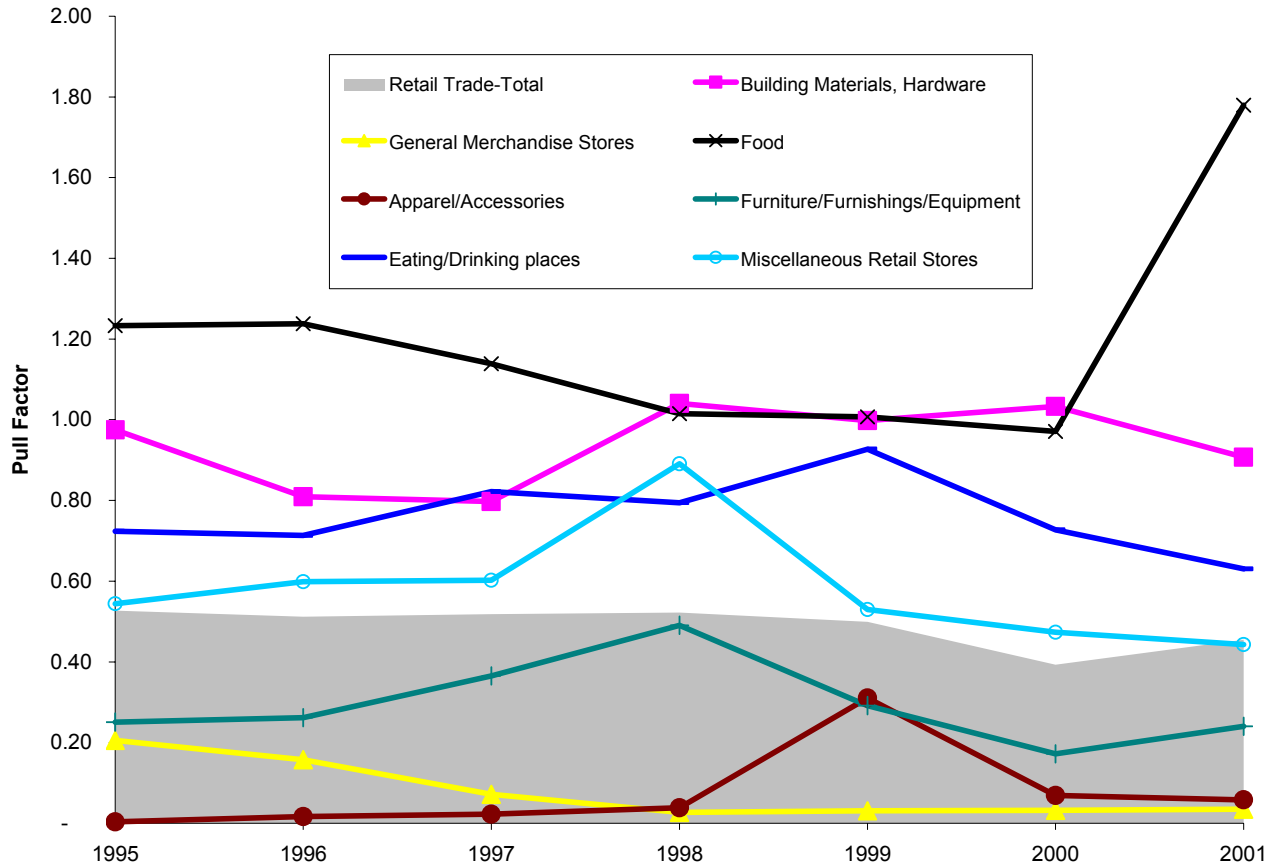
RETAIL

Retail employment grew by 88 percent from 1995 to 2000, and with the recent opening of the Safeway grocery store, has since grown further. As shown above in Figure 5, Retail employment is slightly higher than we would expect.¹

The State Department of Revenue provides summaries of taxable retail trade that allow us to explore retail activity in more depth. Annual retail trade activity remained relatively stable from 1995 through 2000. Figure 6 shows changes in Duvall's retail market position by looking at year-over-year changes in the City's retail "pull factor" for each retail category. A pull factor is defined as the number of "typical" person's retail expenditures a city captures in a given year, divided by the City's population for the same year. This means that, if a city has a pull factor of exactly 1.0, then that city captures retail expenditures that are exactly equal to what the city's residents spend. If the city's pull factor is greater than 1.0, then the city is a net *importer* of retail sales in that category. Conversely, if the city has a pull factor that is less than 1.0, then that means city residents are going elsewhere to make retail purchases, making the city a net exporter of purchases.

¹ Note that the most recent data are from 2000. For retail employment, this excludes the new Safeway store opened in 2001. Safeway may produce as many as 80 to 100 jobs, which would raise the location quotient for Safeway up to 2.0 to 2.5.

Figure 6. City of Duvall Retail Pull Factors by Category (1995-2001)

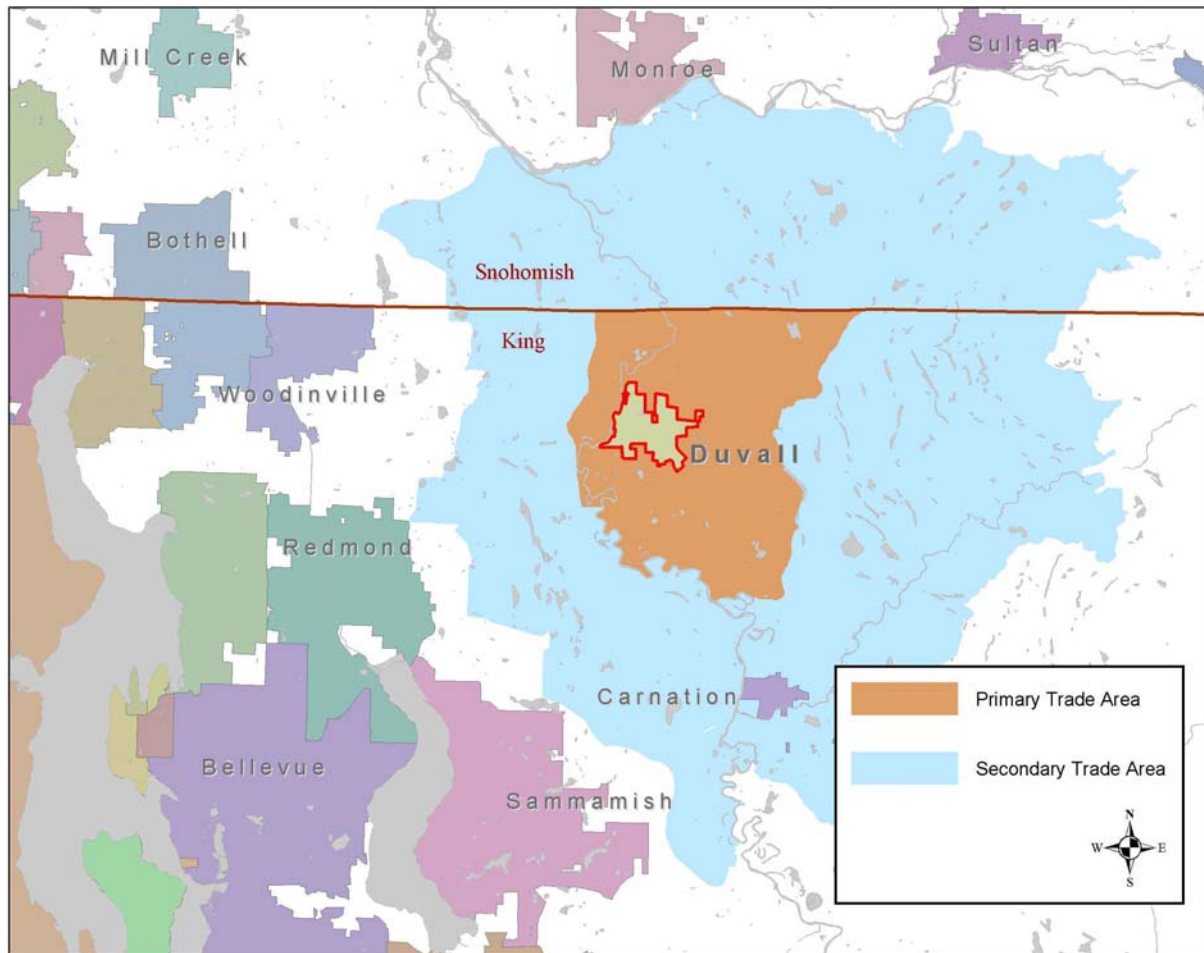


Source: ECONorthwest analysis of Washington State Department of Revenue reports of taxable retail sales by sector.

A review of recent changes in Duvall's pull factors shows that the City's new Safeway development has resulted in a much-strengthened City position in the *Food* categories. The pattern of Duvall's pull factor for *Food* is typical of how development occurs over time. For growing cities, pull factors will often erode for a number of years. As new sources of demand are introduced and the ability of existing suppliers to meet additional demand is stretched, alternative retail outlets outside an area will erode a city's market share. Then, when/if a large enough market opportunity has been created, a firm will step in with a development to capitalize on that opportunity. As with the Safeway development, the entrance of a new supplier will usually result in a marked improvement in the city's position in that category. Given this pattern, it appears that opportunities may now exist in the categories of *Eating/Drinking Places* and *Miscellaneous Retail Stores*.

The magnitude of Duvall's pull factors suggest that the City's primary retail market draws on areas that extend beyond the City's current boundaries. Figure 7 illustrates our estimate of the geographic extent of the City's current primary and secondary market.

Figure 7. Duvall primary and secondary retail market areas, 2001



Source: Washington State Department of Revenue, Washington State Office of Financial Management, Urban Land Institute.

Typically, a city's primary retail market is the area from which it pulls convenience-oriented retail purchases. Secondary (and sometimes even tertiary) markets are generally associated with destination-type retail categories that are able to draw expenditures from a larger geographic area.

EDUCATION AND GOVERNMENT

The employment data show that the City is an education hub for many more people living outside the City. From a small town economic perspective, this is positive. Schools in Duvall draw students and parents to the City. This routine traffic in the City represents potential customers for Duvall businesses.

In contrast, the City serves as the base for about half the number of governmental jobs that we would expect for a City its size. The government data do not necessarily mean that the City is underserved by government. The government sector of jobs includes County, State, and Federal

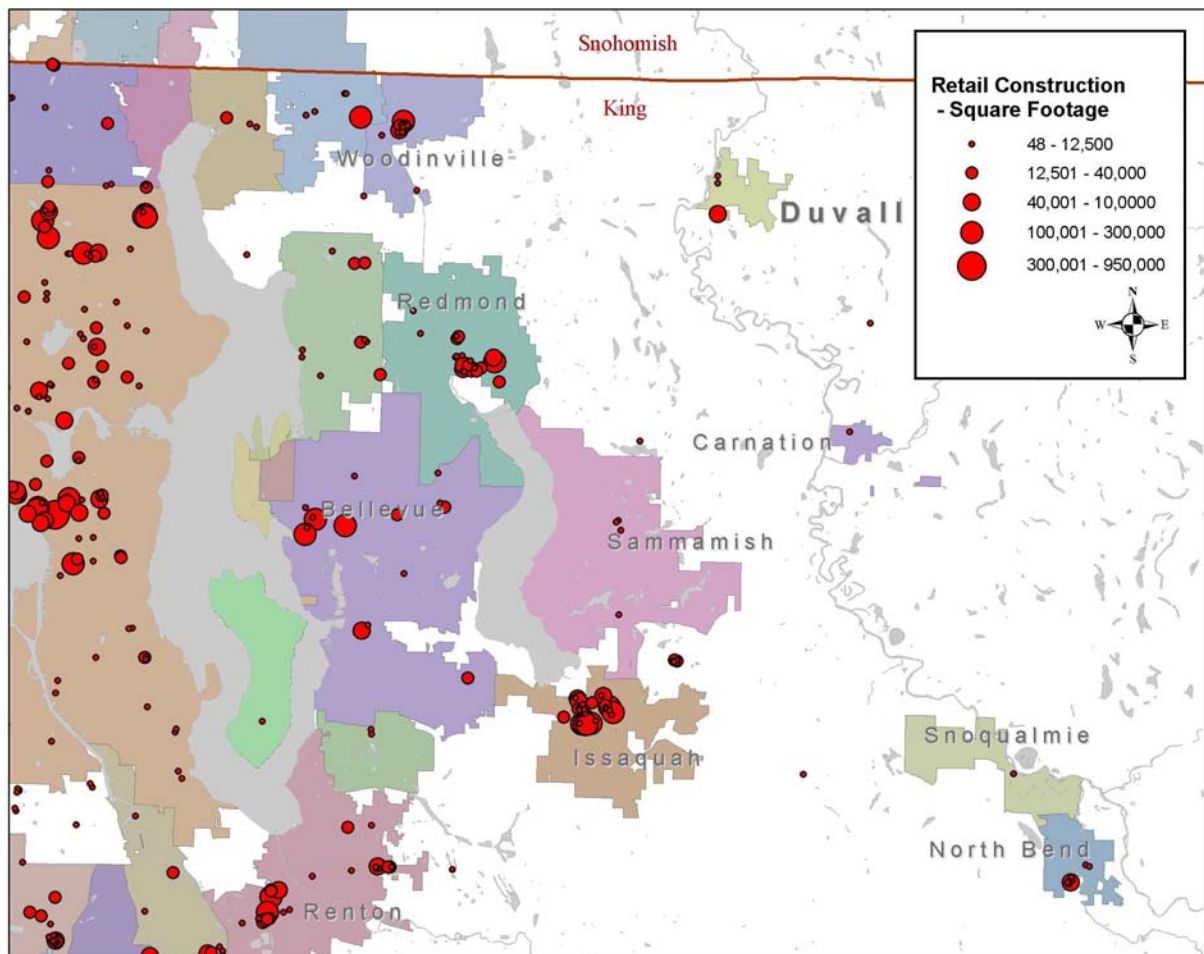
government positions, including employment in areas such as prisons, parks, and other public services.

REAL ESTATE OVERVIEW

RETAIL

Retail development throughout the region has been strong since 1995 (Figure 8). As “gateways” to the developing areas along the periphery of the urban area, Woodinville, Redmond, and Issaquah each received hundreds of thousands of square feet of retail space during this period of rapid growth.

Figure 8. Retail construction in King County, 1995 - 2001



Source: ECONorthwest analysis of King County Assessor's data.

Note: Recent construction reflects commercial buildings, including various retail uses, restaurants, and banks as defined in King County Assessor's land use description fields, built from 1995 through early 2001.

The retail real estate market varies within and between the Old Town district and the commercial area to the south of Old Town. The recent addition of the Safeway grocery store brings increased retail traffic to the south of downtown, making the Safeway area a potentially more attractive location for some retail uses.

Safeway will develop land on the outskirts of their property (on “pads” designated for future development). Safeway has worked with the City on four pads for development. These pads are somewhat small for development around a grocery store like Safeway. Pads of this size typically attract uses like fast-food restaurants, gas stations, video stores, or other convenience-oriented retail/service uses like a salon chain or a mail-boxes etc. One of the four pads that have been permitted for development is slated for development as a bank.

Currently, new retail leases are being signed in the range of \$1.00 to \$2.00 per square foot, per month. However, retail market factors vary by location. Discussions with market participants in the area suggest that downtown has a lot of vacancy. Asking prices for retail space downtown range considerably, but average between \$1.00 and \$1.25 per square foot, per month. Demand has been very low in recent months. Building managers report some interest, but at prices well below the asking the price.

South of the Old Town area has received quite a lot of retail activity. Recent mixed-use developments at Copper Hill Square and River View Plaza currently offer vacant space. Asking prices of retail space in those buildings runs higher, at \$1.50 to \$2.00 per square foot, per month. Interest in those spaces have been higher than in the downtown area.

OFFICE AND INDUSTRIAL

The regional office and industrial/flex-space market has been depressed for nearly two years. Vacancies were at all-time lows in early 2001, and have climbed and remained high since 2001 Q1. New office development has slowed substantially, relative to the growth seen in the 1990s, and several quarters of negative absorption have occurred in the past two years.²

Commercial office space currently exists in the Duvall market with newer office space for lease at the Riverview Plaza and Copper Hill Square. Both developments have space available (more than 20,000 s.f. combined) and both have leasing negotiations under way at present. Interest appears to be solid in both properties, especially considering the regional climate for office space. In addition to the two newer developments, commercial space available for use as office exists in the Old Town.

Market participants suggest that Duvall is seeing strong demand for small industrial/flex-space facilities similar to the City’s one existing location, known as the “Tech Center”.

Asking prices for office space in Duvall range between \$14 and \$22 per year, per square foot (\$1.15 and \$1.80 per month). This is generally below the asking price of Class A and B office space in the Bothell/Woodinville area, the

² Negative absorption is the term used when, for a given time period, the amount of office space vacated by occupants exceeds the amount of office space leased under new leases.

closest comparable concentration of competitive office space (Table 3). Asking prices for the higher priced office space in Duvall is in the range of average prices in the Bothell/Woodinville area.

Table 3. 2001 – 2002 Office market summary for Bothell/Woodinville area

	Vacancy %	Net Absorption	Under Construction	Asking Rent	
				Class A	Class B
2001 Q1	4.1%	10,698	505,022	\$25.62	\$23.47
2001 Q2	7.0%	330,739	65,000	\$25.66	\$22.27
2001 Q3	10.5%	(107,321)	138,000	\$20.09	\$22.76
2001 Q4	9.4%	68,990	75,000	\$21.08	\$21.12
2002 Q1	16.7%	(61,855)	200,853	\$21.02	\$20.83
2002 Q2	16.8%	(2,505)	125,853	\$21.10	\$20.53
Total		238,746			

Source: Grubb and Ellis, 2002.

HOUSING

The single-family housing market in Duvall is very strong and has shown solid growth in recent years. Sales prices and land prices for housing are relatively high in Duvall. Home prices in Monroe, for example, reportedly cost \$50,000 to \$60,000 less for average-sized three-bedroom, two-bath houses. Developers and realtors both report that the Duvall housing market competes primarily with Carnation and outlying rural areas for buyers, and people pay more to live in Duvall than those areas.

The Puget Sound Regional Council forecasts the Duvall area will continue to grow more rapidly than the region through 2030 (Table 4). The 2.3 percent growth rate for the area would fall below the 6.0 percent growth experience since 1995. If we assume a 3.0 percent population growth rate and an average household size of 2.5, that means that Duvall would need nearly 1,800 housing units by 2022.³

³ 3.0 percent annual growth through 2022 suggests population would grow from 5,190 in 2002 to 9,374. This yields a population increase of 4,184 people. At 2.5 people per house, assuming a 5.0 percent vacancy rate, 1,762 units would be required to house 4,184 people.

Table 4. Forecasted population growth for the Duvall area and the Central Puget Sound Region (2000 to 2030)

	2000	2010	2020	2030	AAGR 2000-2030
Duvall area*	9,671	13,012	15,847	18,968	2.27%
Puget Sound Region	3,275,809	3,671,425	4,115,823	4,535,789	1.09%

Source: Puget Sound Regional Council Draft 2002 Small Area Forecasts

* Current and forecasted population for the Duvall area represents forecasts for the forecast analysis zone (FAZ) 6605, which includes but extends beyond the Duvall city boundaries.

The City's Draft Buildable Lands Report puts residential capacity at 1,638 units, including 281 multifamily units for areas zoned for multifamily or mixed-use. Given recent multifamily development, this number of multifamily units over the planning horizon appears achievable.

The 1,800 unit scenario outlined above would in result in demand exceeding capacity by 162 units. Consequently, in the long run, the City's current UGA may constrain growth slightly. Varying assumptions, however, such as household size, could affect this interpretation. The capacity is relatively close to being sufficient to accommodate a reasonable growth scenario. Furthermore, since the City will take it upon itself to monitor land adequacy under its GMA planning, we believe that in the long-run, land capacity will not be a constraining factor for residential growth.

The only apparent constraint for single-family housing in the short-term is the sewer moratorium.

We examined the City's impact and land-use permitting fees and compared the fee structures to the structures of other communities. We found that Duvall's fees are comparable to other communities' impact fees. Developers report a similar experience and those market participants we interviewed did not believe that Duvall's fees present an obstacle to development.

Achieving increased ratios of multifamily housing can sometimes prove challenging. The developers of Copper Hill Townhomes have shown their belief in the market for multifamily housing, which is a very encouraging sign for Duvall's market outlook—few towns the size of Duvall have a market to support townhouse development such as the Copper Hill development. The homes are priced at market prices (\$121 to \$155 per s.f. for 1,200 to 1,900 s.f. condominium townhomes). The units are selling well and the developers are pleased with the progress, demonstrating that the market exists in Duvall for such housing.

Under current conditions, development of rental housing is even more challenging than developing condominiums. Across the region vacancies are high and rents are down (Table 5). At prices as low as those shown in Table 5, apartment managers in Duvall would have a difficult time trying to compete on price. Multifamily development costs differ slightly from owner-occupied to renter-occupied, but the savings on development of apartment units are

probably not great enough to make apartment development profitable under current conditions. Apartment rental prices have been flat for nearly two years. Most buildings offer incentives to new tenants and many offer incentives for lease renewals—a sure sign that the market is down.

Table 5. Multifamily apartment rental summary, Spring 2002

Market Area	Number of Units	Vacancy	Average Rental Price	
			Per S.F.	Actual
Bothell	726	8.0%	\$0.92	\$950
Woodinville/Totem Lake	375	4.5%	\$0.95	\$916
Redmond	2,914	8.5%	\$1.07	\$1,134
East Snohomish County	131	1.5%	\$0.74	\$797
Mill Creek	1,936	7.2%	\$0.94	\$976
King, Pierce, Snohomish counties	40,035	8.2%	\$0.96	\$958

Source: Dupre + Scott Apartment Advisors, 2002

MARKET OUTLOOK

This section attempts to answers to five key questions regarding the future of real estate development and local economic conditions in Duvall. Those questions are:

What industries are coming to the Duvall area?

If Duvall does nothing, what businesses will likely come to Duvall?

What industries present opportunities for Duvall to pursue?

What measures can the City take to attract businesses in the target industries?

Which industries bring more revenues to Duvall?

WHAT INDUSTRIES ARE COMING TO THE DUVALL AREA?

As stressed early on in this report, the future of Duvall is tied to the future of the region. The most recent employment forecasts that predict the employment future for the region come from the Puget Sound Regional Council, prepared by Conway & Associates (Table 6). The central Puget Sound region (King, Kitsap, Pierce, and Snohomish counties) is a large employment base that grows between 1.0 and 2.0 percent per year when economic times are good. Through 2030, the region is forecast to grow an average 1.25 percent per year.

Table 6. Forecasted overall employment growth for the Duvall area and the Central Puget Sound Region (2000 to 2030)

	2000	2010	2020	2030	AAGR 2000-2030
Duvall area*	1,020	1,169	1,299	1,427	1.13%
Central Puget Sound Region	1,746,943	2,010,615	2,278,583	2,535,892	1.25%

Source: Puget Sound Regional Council Draft 2002 Small Area Forecasts

* Current and forecasted employment for the Duvall area represents forecasts for the forecast analysis zone (FAZ) 6605, which includes but extends beyond the Duvall city boundaries.

In general, growth in employment for a small area has proven to be more difficult to forecast than has been growth for the larger region. Having noted this, the PSRC's allocation of the regional forecasts suggests that employment in the Duvall area will grow slightly more slowly than employment in the region as a whole, as shown above in Table 6.

Both population and employment growth will drive the demand for commercial land in Duvall. A growth rate of 1.13 percent translates into approximately 400 new jobs (1,300 jobs total) by 2020. The City reports in their Draft Buildable Lands Report an employment target of 1,700 new jobs between 1992 and 2012, of which Duvall received 300 between 1995 and 2000. Although the City does not have solid data on employment growth in the slow-growth years of the early 1990s, staff believe that the City added few jobs between 1992 and 1995, leaving roughly 1,400 jobs remaining of the original 2012 target.

From 1995 to 2000, Duvall employment grew at a rate of 8.6 percent per year. In 2001, Safeway opened a store with likely around 100 jobs, which suggests employment grew again in 2001 in the neighborhood of 10 percent. The City's jobs target, on the other hand, imply an average growth rate of 8.1 percent over the 12 years from 2000 to 2012. By contrast, the region's growth rate through 2030 is forecasted by the PSRC to average 1.3 percent growth per year. In order to meet the City's 2012 jobs target, therefore, employment in Duvall would have to grow at a rate more than 6 times the rate of regional growth over the coming ten years..

We believe the data suggest the most likely outcome is somewhere between the City's jobs target and the PSRC's forecasts. Regardless of the accuracy of the PSRC's forecast or the City's target, both sets of forecasts can be used to answer this question of what industries will come to Duvall.

Services companies will continue to dominate regional economic growth, and it is reasonable to accept the PSRC's forecast that most of Duvall's job growth will come in those industries (Table 7). In the long-run, as Duvall grows and transitions from a bedroom community to a small employment center, Services companies *will* play a part in that growth.

Table 7. Forecasted employment growth for the Duvall area and the Central Puget Sound Region by industry (2000 to 2030)

	Manufacturing	WTCU	Retail	FIRES	Govt/Educ	Total
Duvall Area*						
2000	131	44	236	290	319	1,020
2010	125	48	255	393	348	1,169
2020	127	57	278	489	348	1,299
2030	130	64	307	573	353	1,427
2000-2030 Additional Jobs	-1	20	71	283	34	407
2000-2030 Average Annual Growth (%)	0.0%	1.3%	0.9%	2.3%	0.3%	1.1%
Share of Growth by Industry	-0.2%	4.9%	17.4%	69.5%	8.4%	100.0%
Region						
2000	240,068	215,040	320,575	684,630	286,630	1,746,943
2010	229,208	233,999	352,806	855,700	338,902	2,010,615
2020	232,598	278,500	404,394	1,004,391	358,700	2,278,583
2030	235,504	317,999	457,090	1,144,394	380,905	2,535,892
2000-2030 Additional Jobs	-4,564	102,959	136,515	459,764	94,275	788,949
2000-2030 Average Annual Growth (%)	-0.1%	1.3%	1.2%	1.7%	1.0%	1.3%
Share of Growth by Industry	-0.6%	13.1%	17.3%	58.3%	11.9%	100.0%

Source: Puget Sound Regional Council Draft 2002 Small Area Forecasts

Notes: WTCU stands for Wholesale, Transportation, Communications, and Utilities; FIRES stands for Finance, Insurance, Real Estate, and Services

* Current and forecasted employment for the Duvall area represents forecasts for the forecast analysis zone (FAZ) 6605, which includes but extends beyond the Duvall city boundaries. Employment data approximate "total jobs," which include estimates of self-employed, proprietors, and others.

In the preceding section describing Duvall's Current Conditions, we listed the sub-sectors that compose the Services (FIRES) sector. Many of those sub-sectors provide jobs in that require on-the-job training (data processing, rental businesses, maintenance businesses). Others require access to specialized labor forces, an area in which other cities may possess a comparative advantage (e.g. computer processing).

As a bedroom community, Duvall's residents currently serve as labor for businesses located in other cities where clusters of specialized services are located. One residential developer reported to us that a lot of Duvall home buyers work for Microsoft and other information-based companies in Bellevue, Redmond, or Kirkland. They move to Duvall for the small-town life, and they commute to work during off-peak hours. Over the years, some of these workers may start in-home businesses or smaller start-up companies that can help bolster Duvall's local economy.

The major industry trends are clear: information-based and services companies will continue to dominate economic growth in the region. Over time, Duvall's population base and labor force will attract start-ups and smaller companies in this industry.

The growing population base of Duvall and surrounding areas will continue to attract construction employment to Duvall. New housing starts will continue to concentrate in the urban perimeter. The Urban Growth Area can only expand toward Duvall, and in the long run, population growth will continue to move toward and around Duvall. Where strong population growth occurs, the construction industry will grow as well.

Other industries are either in decline (manufacturing) or Duvall is not well-positioned to attract large centers of activity (distribution centers, major retail centers). As Duvall grows, its economy will diversify to include *some* activity in these sectors, and relative to current levels of activity, increased growth of retail opportunities will probably feel substantial. We do not, however, see regionally significant concentrations of manufacturing or destination-oriented retail sectors in Duvall during the 20-year planning horizon.

IF DUVALL DOES NOTHING, WHAT BUSINESSES WILL LIKELY COME TO DUVALL?

In the short-run, the City's sewer capacity is clearly the bottleneck for development. We have not dwelt on this constraint in this report, primarily because it is well known to be a pressing constraint and we are interested in how market forces affect the long-run demand for land in Duvall. In the short-run, however, the sewer capacity greatly affects the market for all land uses and severely affects the development potential of the City.

In the long-run, sustained population and employment growth is forecasted to come to Duvall, and with that growth will come accelerating demand for commercial and residential land.

Both population and employment growth will drive the demand for commercial land in Duvall. As described above, the City reports in their Draft Buildable Lands Report an employment target of 1,700 jobs between 1995 and 2012, of which Duvall received 300 jobs between 1995 and 2000. That leaves 1,400 jobs remaining in the original target. The City's draft report showed ample land capacity within City limits to accommodate 1,400 additional jobs.

The City's report shows that the buildable lands can accommodate a very high, sustained employment growth rate for 20 years. This finding implies that assumptions in the buildable land methodology (such as a floor-to-area ratio of .30) could prove to be incorrect, and still the City will have enough land to accommodate the foreseeable economic growth.

Both the City's Buildable Lands Report and the PSRC's employment forecasts exist in draft form. Both reports are subject to change. The results of both analyses, however, suggest that it is reasonable to conclude that land supply will not be a long-range constraint to development within the City during the Vision planning horizon of 20 years.

Given the lack of a land constraint, if the City does nothing (assuming "doing nothing" means that City will fix the sewer constraint problem), only market forces and other City policies should affect long-run development.

Our analysis of current conditions above showed that overall, the City is relatively underserved by retail uses for a City its size. The problem is well known to local business people: the City's residents work in other cities and do their shopping before they come home. To local planners it feels like a chicken-and-egg problem: businesses won't come without local spending; local residents need a place to shop before spending in town.

In the long-run, the growing population base will support increased retail activity. The primary and secondary trade areas shown above in Figure 7 will experience high population growth through 2020 (Table 8). During this period, the primary trade area is forecasted to grow by 69 percent (or 2.6 percent per year). This population growth will present considerable opportunity to retailers.

Table 8. Forecasted population growth in Duvall's primary and secondary trade areas

	2000	2010	2020
Primary trade area	9,435	13,502	15,974
Primary and secondary areas combined	37,788	46,587	56,834
Cumulative population growth	2000-2010	2000-2020	
Primary trade area	43%	69%	
Primary and secondary areas combined	23%	50%	

Source: ECONorthwest analysis of the Puget Sound Regional Council's 2001 Small Area Forecasts

We forecasted the demand for retail space that we can reasonably expect to accompany a "do-nothing" scenario. In this case, we assumed "do-nothing" means that Duvall retailers will continue to capture the same *percentage* of retail dollars spent by people in the market areas as they do now. In other words, we assumed spending patterns to do not change.

History suggests that two other things will change in the do-nothing scenario: more people will live in the area and people in the area will earn more money (adjusted for inflation). Given the population forecasts outlined in Table 8, and given assumed real income growth of 2.1 percent, we forecast

demand for an additional 90,000 s.f. of additional retail space by the year 2020 (Table 9).⁴

Table 9. Forecasted new retail floor area demand for 2010 and 2020

Category	New Floor Area by 2010	New Floor Area by 2020
Building Materials, Hardware	9,830	18,000
General Merchandise Stores	640	1,000
Food	17,050	31,000
Auto Dealers/Gas Stations	n/a	n/a
Apparel/Accessories	520	1,000
Furniture/Furnishings/Equipment	3,880	7,000
Eating/Drinking places	7,440	13,000
Miscellaneous Retail Stores	10,120	17,000
Total	49,480	88,000

Note: Forecasts assume that the City of Duvall will maintain its 2001 market position in all retail categories, average annual real household income increases of 2.1%, and average annual increases in sales per square foot of floor area of 1.25%.

Safeway's recent investment and their development of the surrounding property is evidence that the population base will attract retail and personal services. With decent auto access, the area around Safeway will attract the same mix of business found around dozens of grocery-anchored commercial centers in the region: fast-food restaurants (McDonald's, Taco Bell, Starbucks, etc.), auto-repair service stores (Schuck's), franchise restaurants (Shari's, Denny's), personal services stores (hair salons, etc.).

This trend points to another point, key for this Visioning process. The retail demand forecasts could support development of all of the existing retail land around Safeway, absorb the current vacancies in the two newer development, and still leave vacancies in the Old Town area.

The Old Town area possesses many strengths and presents many opportunities, all of which will be explored further and developed in Phase II of this project. It is important to note, however, that under a "do-nothing" scenario, the success of Old Town is by no means guaranteed. If Old Town is to be successful as a retail area, it will probably mean that Duvall has become successful at attracting a larger share of local retail dollars in areas in which, as of 2001, the City was not as strong.

⁴ The assumed real income growth of 2.1 percent is significantly lower than the past few years, and slightly lower than the past 30 years.

In addition to retail, as described in the previous section, in the long-run demand for office space and light-industrial/flex-tech space should remain strong. In the short-run, the regional office market is depressed and prevents challenges for office development in Duvall. In the long-run, continued growth in the Services sector will drive demand for office space in Duvall.

WHAT INDUSTRIES PRESENT OPPORTUNITIES FOR DUVALL TO PURSUE?

Duvall should focus on four categories of economic activity:

- *Personal services and retail to serve its existing and growing population base.* This is the proverbial “low-hanging fruit” that should be relatively easy to pick. Much of this business will locate in the southern portion of the City. Some will choose to locate in the Old Town with more amenities in Old Town. These amenities will come and are important foundations for a small town economy.
- *Intra-regional tourist based retail and attractions.* Duvall offers a lot of small-town charm to attract weekend visitors. The community has dedicated stakeholders helping to produce quality events. The City should support their efforts financially whenever possible. Urban design, streetscaping, and pedestrian amenities are all investments the City can foster to improve intra-regional tourism.
- *Entrepreneurial activity.* Duvall is home to a handful of entrepreneurs involved in crafts and trades. Much of this activity is concentrated in the “Tech Center” along Main. The popularity of the existing space is a positive sign that entrepreneurship exists in Duvall. The City should explore supporting this activity, in the long run, through incubator space or through increased flex-tech space such as the Tech Center.
- *Business services to sustain a local economy.* As the economy grows and diversifies, the local economy must sustain itself through business services. Economic development groups such as the Chamber of Commerce can support this growth.

The key theme we have returned to in this report is that Duvall has a relatively low employment base given its population. Put another way—Duvall is a city that is developing as a place where people live and raise families. The natural growth pattern of such a city is to develop retail and service uses that seek to serve a growing population base. Other retail opportunities include:

- *Safeway.* Safeway now keeps grocery dollars in Duvall that have previously leaked to other cities. The retail activity planned to go in around Safeway will combine to be a trip attractor drawing from outside of Duvall, from rural areas between Duvall and the next town in any direction.

The businesses that Safeway attracts will be auto-dependent businesses. The City should help those businesses come in, and the City should stay involved to avoid strip-like development that would disconnect nodes of commercial activity.

Parking lots are necessary, but a strip of separate of lots and driveways prevents business and retail clusters from developing.

- *Old Town/Riverfront*. The Old Town has real charm and a lot of potential. Traffic problems currently disrupt pedestrian activity. Vacancy rates are high. Retail activity and new commercial developments south of this area will compete for scarce tenants in the short run.

Analysis of Duvall's retail pull factors suggests that the biggest short-term opportunities are in the categories of *Eating and Drinking Establishments*, *Miscellaneous Retail* (a category that includes things like drug stores, book stores, sporting good stores and florists), and *Furniture/Furnishings*. These are the kinds of short term opportunities that the City would want to see if it wanted to pursue a high-amenity, pedestrian-friendly Old Town.

WHAT MEASURES CAN THE CITY TAKE TO ATTRACT BUSINESSES IN THE TARGET INDUSTRIES?

The City's forthcoming Vision is best served by this report if we paint a picture using broad brush strokes of the economy and opportunities. The question of how to attract target industries should be addressed in the same way—at this stage. Later in the planning process, and in developing the Old Town/Riverfront Plan, we will evaluate more specific policies for attracting specific development and businesses. This section presents guiding principles and themes to apply to all of the City's planning activities.

The number one guiding principle for economic development is that the City should continue to focus on making Duvall a great place to live, to work, and to visit. Providing amenities for citizens and the local business communities is the best way to attract other businesses.

Fostering entrepreneurial activity is the best long-run strategy for business development. Marketing and advertising campaigns may be successful in luring growing businesses from one community to another, but those efforts typically attract mobile businesses that will not remain long in Duvall. The better bet is to grow businesses with roots in the City.

We recommend that all cities leave marketing efforts to individual businesses, the Chamber of Commerce, arts organizations, and other groups that offer attractions to out of town visitors. Grants and other City funding can help community groups succeed in spreading the word about Duvall opportunities.

Business recruitment by local government, however, offers long odds and, often, only short-term gains. In addition, direct incentives such as tax subsidies frequently do not result in the desired industrial location decisions and amount to fiscal losses.

We recommend that the City develop policies and goals based on the following guidelines:

- *Continue to value the permitting process.* Foster a culture of working with developers to meet common goals. More than one person we interviewed reported positively about the City's permitting process. Key staff made favorable impressions on the developers in their willingness to work towards meaningful solutions to development challenges.

The experience of going through the local permitting process is a yardstick by which developers measure cities against one another. A negative experience in a city can lead a developer away from considering additional investments in that city.

- *Fix the sewer constraints.* This is a short-term crisis that can have long-lasting effects, particularly in terms of the City's reputation in the development community. Providing infrastructure is a primary responsibility of local government, and infrastructure is critical to long-term growth. The problem is not unique to Duvall, but on the other hand, few cities face such drastic measures as moratoriums either.
- *Invest in City responsibilities: sidewalks, traffic control, safety, infrastructure.* Heavy traffic and pedestrian crossing problems in Old Town currently concern local businesses. Focus on this as part of the Old Town/Riverfront Plan.
- *Capitalizing on opportunities to expand Duvall's retail base will pay fiscal dividends.* If the City were able to prevent exportation of expenditures in the *Eating and Drinking* and *Miscellaneous Retail* categories, City revenues would increase by hundreds of thousands of dollars each year.
- *Support community events.* Build on the festivals that bring people in from out of town. Provide financial support when possible for advertising related to community events.
- *Support development flex-tech space.* The flex-tech space in the Tech Center (along Main Street, near Valley) is in high demand. Tenants do not turn over and vacancies have been essentially zero for years. Tenants frequently seek expansions, for which space is not available.

This kind of space is critical to Duvall's entrepreneurial base. Support space like the tech-center. This type of space fosters entrepreneurial activity with roots in Duvall. The space functions as an incubator in growing business with permanent roots in the City.

- *Expand workforce training and educational opportunities.* Work with the regional community college network to find opportunities for satellite training in Duvall. Local residents likely offer considerable expertise which can be transferred through community workshops and training institutions.

WHICH INDUSTRIES BRING MORE REVENUES TO DUVALL?

The City asked us to advise on the type of commercial activity that would bring the greatest revenues to the City. In its current form, Washington State's local tax structure places a great deal of emphasis on centers of commercial activity.

For most cities, the three most important sources of revenues are (1) retail sales taxes, (2) property taxes, and (3) utility taxes. Combined, these three revenue sources account for roughly 75% of General Fund revenues in smaller cities across the state.⁵ Among these three sources, retail sales taxes are the largest revenue source, contributing more than 31% of the typical city's General Fund revenues.

Given the importance of utility, property, and sales taxes, it is in a city's fiscal interest to capture as much commercial activity as possible within city boundaries.

For a city like Duvall, which levies utility taxes at a rate of 6%, virtually all types of commercial land uses are likely to be *net generators* of revenue. That is, when a city looks at the total, incremental impact that a business has on demand for city services, and when it compares that with the business's incremental contribution to city revenues, revenues generated will usually exceed the costs of service.

To varying degrees, any business will generate property and utility taxes that will help bolster city revenues. However, a subset of businesses will also generate revenues from retail sales taxes. Not surprisingly, these businesses that generate local sales taxes in addition to property and utility taxes are generally a city's most valuable source of revenues.

When a city thinks about maintaining its fiscal health, it is sometimes helpful to think in terms of a four-tiered tax base:

1. **The residential housing base;**
2. **Non-sales tax industries** like manufacturing, warehousing, and other light industrial uses (which *do* increase the city's property and utility tax base, but *do not* generate retail sales taxes);
3. **General, convenience-oriented retail uses** that capture retail sales dollars from the city's primary market area, including retail categories like convenience-oriented restaurants and grocery, hardware, and drug stores; and
4. **Destination-oriented retail uses** that capture big-ticket and discretionary retail purchases, including retail categories like

⁵ This classification includes all cities and towns in Washington State with a 2001 population of 50,000 or less.

furniture, apparel and accessories, miscellaneous retail, auto sales, and destination-oriented restaurants.

For a typical city (with average housing values) the fiscal value of these four tiers, runs from 1, which is least valuable, to 4, which is most valuable.

In fact, the cities in Washington State with the greatest fiscal strength are (1) cities like Medina that have no commercial base but have very high residential property values, or (2) cities that are able to maintain a solid base in all four tiers.

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Date: March 11, 2003

TO: Bob Bengford, John Owen; MAKERS
FROM: Chris Mefford
SUBJECT: DUVALL ECONOMIC INFORMATION

This memorandum discusses two questions we were asked to address based on comments by the planning committee regarding our draft report. We have paraphrased the questions as follows:

- How do we interpret the relatively low retail space forecasts shown in the economic report?
- How would the planning for neighborhood retail in the eastern portion of Duvall affect retail development in the Old Town/Riverfront area?

This memorandum presents our replies to those questions.

HOW DO WE INTERPRET THE RELATIVELY LOW RETAIL SPACE FORECASTS SHOWN IN THE ECONOMIC REPORT?

The forecasts of net changes in retail space in Duvall shown in the report represent a “do-nothing” scenario. The scenario illustrates an answer to the question, “If Duvall does nothing, what businesses will likely come to Duvall?” The scenario assumes that Duvall would maintain its relatively low capture-rate of retail dollars spent by Duvall residents.

The question for this memo stems from uncertainty in trying to answer the question, “How much land should we allocate for retail space in the Vision?” The preferred alternative for the Vision includes more land than is necessary to accommodate the retail space forecasts in the do-nothing scenario (approx 88,000 s.f.). This memo explains why we support planning for more land than necessary to accommodate the do-nothing scenario.

The retail sales data show that the City is relatively under-served by retail, given the population of Duvall and typical spending pattern assumptions for the City. For several reasons, the market place has not resulted in investments by businesses to capture more Duvall spending at businesses in the City. We hope and believe, however, that investments made as part of the Vision, in coordination with sound land use planning decisions, will result in a more attractive City for business investments.

With implementation of this Vision and with a sound Old Town/Riverton plan, we believe that the capture rate of Duvall business can increase. This will happen by increased revenues at existing businesses and by the entry of new businesses in Duvall. The growth of the trade area will support this business growth, result in higher capture rates, and thus a larger amount of retail square footage than forecasted in the “do-nothing” scenario.

We feel that the preferred alternative (as with the other alternatives) include a reasonable amount of land allocated for retail growth. The net amount of land allocated for retail (net of undevelopable areas) will not constrain growth within those areas. The retail areas do not include an excess of land designated for retail and designating those areas retail does not create an identifiable opportunity cost.

HOW WOULD THE PLANNING FOR NEIGHBORHOOD RETAIL IN THE EASTERN PORTION OF DUVALL AFFECT RETAIL DEVELOPMENT IN THE OLD TOWN/RIVERFRONT AREA?

The preferred alternative for the Vision designates a portion of land in the eastern portion of the City as neighborhood retail. We discussed this concept during Task Force meetings and the public workshops. Since those meetings, Task Force members and others have expressed concerns about the impact of neighborhood retail on the growth of Old Town/Riverfront area.

We believe Duvall residents can support neighborhood retail and continue to support Old Town. We do not expect that Duvall residents will ever do all of their shopping in Duvall, but we do believe that the City can capture enough of their spending to support neighborhood retail without *necessarily* detracting from Old Town.

A more complete answer to this question comes depends on answers to the following related questions that address the respective market segments:

- *What is neighborhood retail?* Neighborhood retail will be smaller in scale than Old Town. A visible difference in scale will be one key point of differentiation between the neighborhood retail and Old Town/Riverfront. At the high end, neighborhood retail might amount to six to ten businesses. The businesses would consist of a mix of eating and drinking establishments and a small amount of market and sundries that serve the residents of the neighborhood. This area would not be designed to attract tourism as a major market segment.
- *How dependent are Old Town businesses on neighborhood residents?* Our impression from visiting with Old Town business representatives is that their customers are a mix of residents living in Duvall and nearby Duvall, with a strong dependence on intra-region tourism. The dependence on Duvall residents varies by business type, with eating and drinking places depending on local residents more than other businesses, especially during weekdays and low tourism periods.
- *How will the customer mix change with neighborhood retail?* As described above, neighborhood retail would be designed to serve the residents of Duvall, nearly exclusively. It is not unusual for quality neighborhood retail to develop reputations

that attract businesses from beyond the neighborhoods, but most of their customers would live in the immediate vicinity within a drive time of a few minutes.

The Old Town area would continue and would grow to offer a wider array of retail services and more options for eating and drinking places than would neighborhood retail. Successful implementation of a quality Old Town/Riverfront Plan (Phase 2 of this project) represents an important step towards ensuring a strong Old Town/Riverfront area. In the long run, neighborhood retail would not interfere with this plan.

Old Town's growth is dependent on capturing a larger share of retail trade area than the neighborhood retail. The market area for the Old Town extends several miles into the unincorporated areas, and includes a solid portion of intra-region tourism. This intra-region tourism will be a large part of the strategy for economic growth in Old Town.

In the short run, the Old Town/Riverfront area will benefit from the "head-start" that will come with the Old Town/Riverfront Plan. The plan can establish the commercial center and character of Old Town, and result in strategies that will help Old Town succeed regardless of the existence of neighborhood retail.

In the long run, neighborhood retail has the potential of creating two effects, both of which will benefit Old Town. Neighborhood retail, with amenities within walking distance of residential areas will make Duvall a more desirable place to live. More residents in Duvall will provide more customers to attract to Old Town. Together with increased amenities in Old Town, neighborhood retail can help change spending patterns of Duvall residents, increasing their tendencies to spend in Duvall. All of which benefit Duvall residents and businesses, regardless of location within Duvall.

Appendix B:

Vision Plan Priorities

The following is a list of City priorities based upon community input throughout the City-Wide Visioning process. The priorities are grouped in the following categories: Land Use and Regulatory actions, Street/Transportation Improvements, Park and Trails actions, and Other Ongoing City/Community actions. Since many of these priorities involve the Old Town/Riverfront Sub-Area, they will be further addressed in the Old Town/ Riverfront Sub-Area Plan (these are indicated with an asterisk *).

Land Use and Regulatory Priorities

1. Examine/refine zoning and design guidelines to protect and enhance the small town character of Old Town*. Provisions must promote historic preservation, permit commercial development compatible with the character of Main Street, allow modest residential infill development with a mix of housing types as long they are positive contributions to Old Town, enhance the pedestrian environment and walkability in Old Town, and encourage sustainable design principles in new development.
2. Examine/refine zoning and design guidelines to permit commercial development south of Old Town along the Main Street corridor as long as new development is designed consistent with community vision*. This includes good pedestrian access, human scaled building design, design treatments to reduce the scale of large buildings, protection of sensitive natural areas, minimizing the impacts of vehicle access and parking areas, extensive landscaping, and the incorporation of sustainable design principles.
3. Examine/refine zoning and design guidelines to allow for infill residential development in existing residential areas,
4. Don't annex UGA lands until there is a demonstrated need to do so.
5. Develop provisions that allow for the creation of an employment/light industrial area in the southern UGA site north of NE Big Rock Road. Provide guidelines that minimize negative impacts to adjacent residential areas, provide convenient, safe, and attractive vehicular and pedestrian access, protect sensitive natural areas, promote pedestrian-friendly site and building design, provide for extensive landscaping, and incorporate the use of sustainable design principles.
6. Develop provisions that foster the creation of vibrant residential neighborhoods in other UGA areas (particularly those areas identified as the Southeast and East UGA's). This includes incorporation of a variety of housing types, consideration of small scale neighborhood services, preservation of sensitive natural areas, connected street system, good pedestrian access – including a connected sidewalk and trail system, neighborhood parks, and incorporation of sustainable design principles.

Street/Transportation Improvement Priorities

First of all, streetscape standards (for all streets) should be reexamined and refined consistent with Vision Plan so that they are in place before private development occurs. Priorities for specific publicly initiated projects include:

1. Main Street improvements in Old Town*.
2. South-end street improvements – including extension and enhancement of 3rd Avenue NE to NE Big Rock Road and the NE 145th Street connection to the upland residential area.
3. Other Old Town streets/transportation issues – including parking*.
4. NE Cherry Valley Road-Main Street connection.
5. Other south-end street connections (most of these should be completed in conjunction with new development).
6. Other streets. Depending on the nature of future development and community priorities, other priority improvements may be NE Big Rock Road or other upland streets.

Park and Trail Priorities

1. Study Old Town and McCormick Park improvements as part of the Old Town/Riverfront Sub-Area Plan*.
2. Create a Non-Motorized Transportation Plan per Vision Plan recommendations (subsequent plan will produce a list of priorities).
3. Examine opportunities for new neighborhood parks in existing residential areas.
4. Complete improvements at McCormick Park per Old Town/Riverfront Sub-Area Plan*.
5. Complete planned improvements at Big Rock Playfield.

Depending upon outcome of Old Town/Riverfront Sub-Area Plan, Non-Motorized Transportation Plan, and studies for new neighborhood parks, begin to fund/complete top priority improvements.

Other Ongoing City/Community Priorities

1. Continue to work with King County and local historical society to preserve historic properties and educate public on Duvall's heritage*.
2. Encourage the library to relocate in Old Town*.
3. Consider priorities/needs of other public/community facilities (schools, city hall, police, recreational, etc.)*.